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A Marketing plan for San Jose State football

Kerry S. Tuma
San Jose State University

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A MARKETING PLAN FOR SAN JOSE STATE FOOTBALL

A Thesis

Presented to

The Faculty of the Department of Human Performance

San Jose State University

In Partial Fulfillment

of the Requirements for the Degree

Master of Arts

by

Kerry S. Tuma

May 1997

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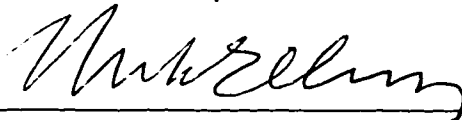
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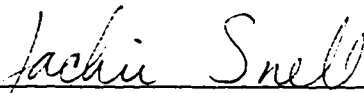
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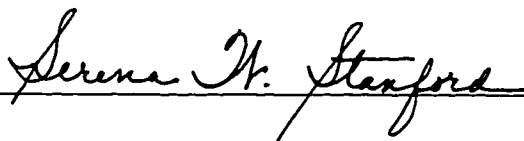


Associate Professor Jacqueline Snell



Dr. Richard Montgomery, Committee Chair

APPROVED FOR THE UNIVERSITY



ABSTRACT

A MARKETING PLAN FOR SAN JOSE STATE FOOTBALL

by Kerry S. Tuma

The marketing plan is a useful tool that has yet to be taken advantage of in the field of intercollegiate sport marketing. The purpose of this project is to design a marketing plan that will effectively enhance the image of a specific football program while increasing awareness of it.

The plan will be developed based on research conducted by the researcher. The research methods will include data from a fan survey conducted during a home game in 1996 and a former survey conducted in 1990. In the 1996 survey, a comparison between season ticket holders and non-season ticket holders and alumni and non-alumni will be analyzed by noting any significant differences in responses. Once the research is analyzed, a marketing plan will be designed based on a number of models selected from marketing planning literature. The results of the surveys will then be implemented into the marketing plan.

DEDICATION

I would like to dedicate this project to the memory of my mother, Sandra, and my grandmother, Bunny. It is their creativity and imagination in which I feel I drew from when completing this project. When I thought things were too hard and that I could not continue, it was their memory which gave me the motivation to go on.

ACKNOWLEDGEMENTS

I would like to extend my appreciation and gratefulness to those individuals who assisted in the accomplishment of this project. Their time and commitment put into this project are appreciated.

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To my father and Chrissy for believing in me and giving me the confidence when I needed it. Their understanding and patience enabled me to overcome my doubts and insecurities.

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Chapter 1

INTRODUCTION

Today's athletic director is faced with a number of complex financial problems including dwindling resources, attendance fluctuations, fund-raising campaigns, and competition for the consumer's entertainment dollar. Nowhere are these concerns more evident than among Division 1-A football programs throughout the country. How can athletic directors confront these growing concerns? The answer is the construction of a strategic marketing plan. A marketing plan is a written document that is intended to serve as an organization's blueprint for implementing and controlling its marketing activities (Luther, 1982). According to Luther, a properly formulated marketing plan is the end product of a systematic planning process that involves the development of marketing objectives, resources, market opportunities, and marketing environment threats. Historically, marketing plans were developed primarily by large profit driven corporations. Today however, many athletic departments are relying on marketing plans to assist in their development efforts. When properly implemented, the marketing plan offers a collegiate sports organization a systematic approach to becoming more market oriented in its day to day operations (Stotlar, 1993).

Although marketing plans were originally developed to assist the corporate world, over the past decade the world of sport has begun to implement its effectiveness as well. For some time now, the San Jose State football program has needed an effective marketing plan to position itself as a stable and competitive program. The opportunities

for exposure and revenue are available but have not yet been tapped due to both minimal resources and marketing personnel. However, with San Jose State's entrance into the newly reformed Western Athletic Conference in July of 1996, the time is now right to begin a new era of Spartan football. With this in mind should come a new philosophy and approach on how the football program should position itself for the future.

Problem Statement

The purpose of this project is to support the implementation of a strategic marketing plan for the San Jose State football program. A strategic marketing plan can assist in the athletic department's effort to position the program as one of the premier programs in the Western Athletic Conference. Other goals in the plan include improving the image of the program and increasing future attendance which will ultimately produce larger revenues for both the program and the entire athletic department. These revenues will then be used to support smaller non-revenue producing programs that are in need of financial assistance. These programs are critical to the success of the athletic department in that they provide athletes of all social backgrounds and cultures the opportunity to compete in the sports they desire.

Definition of Terms

Competitive advantage. Competitive advantage is defined as a position of superiority one organization may establish over its competitors in the marketplace (Ostrow & Smith, 1988). The four Ps of marketing are all possible approaches to an organization's finding itself in favorable marketing situation. For the purpose of this

project, an analysis of San Jose State football and its competitors will be made to determine who, if anyone, has a competitive advantage.

Cost per thousand (CPM). CPM is defined as the standard criterion for comparing specific media and media vehicles (Lamb, Hair, & McDonald, 1992). The formula follows:

$$\text{CPM} = \frac{\text{Price of a single ad}}{\text{Audience size (in thousands)}}$$

For example, if the cost of an ad is \$50,000 and the audience is 24 thousand people, CPM is \$2.08.

$$\$2.08 = \frac{\$50,000}{24 \text{ thousand people}}$$

CPM enables an advertiser to compare, for example, Sports Illustrated with Inside Sports magazine. CPM can also be used to compare the cost of different media vehicles such as television versus radio or magazine versus newspaper. If an advertiser is debating whether to spend local advertising dollars in television spots or in radio spots, he or she may consider the CPM of each. The advertiser might then pick the vehicle that yields the lowest CPM to maximize advertising punch. For the purpose of this project, the CPM of San Jose State football print, radio, and television advertising will be reviewed.

Demographics. Demographics are defined as the vital statistics of a population, including the size of the group and the age, sex, birth and death rates, location, income, occupation, race, education, etc. of its members (Ostrow & Smith, 1988). For the

purpose of this project, the demographics of current and potential markets of San Jose State football spectators will be examined.

Distribution channel. A distribution channel is defined as the route along which goods and services travel from producer/manufacturer through marketing intermediaries such as wholesalers, distributors, and retailers to the final user (Ostrow & Smith, 1988). For the purpose of this project, distribution channel will refer to the process in which the product (San Jose State football) will be marketed and sold to the consumer (spectator).

Focus group. A focus group is defined as a form of indirect interview used in marketing research. In a focus group interview, a small group of consumers is invited to participate in a spontaneous discussion in the hope that the discussion will reveal the participant's real feelings about a product or services (Ostrow & Smith, 1988). For the purposes of this project, the use of a focus group will be reviewed for future considerations in which to gather insight, opinions, and ideas regarding the marketing of San Jose State football.

Geographics. Geographics are defined as the vital statistics of a population, including region of the country or world, population density (urban, suburban, rural), climate, or city (Ostrow & Smith, 1988). For the purposes of this project, the geographics of current and potential markets of San Jose State football spectators will be examined.

Market positioning. Market positioning is defined as those efforts aimed at establishing a product or service in a particular segment of the marketplace. Market

positioning strategy usually includes those promotional activities which differentiate the product from competitors and which clearly establish the product's image in the minds of potential customers (Ostrow & Smith, 1988). For the purposes of this project, market positioning will be used to promote San Jose State football to the established target markets.

Market potential. Market potential represents both the realized and unrealized total "capacity to buy" existing in a market or segment of a market. The calculation includes all the goods or services offered by all the sellers competing in the particular market over a specific period of time (Ostrow & Smith, 1988). For the purposes of this project, market potential will represent the total amount of people considered as possible college football ticket purchasers in the Bay Area..

Market share. Market share can be defined as that part of a total market controlled by one organization. It is expressed as the organization's sales, or sales of a particular product or line of products, in relation to total industry sales and is commonly computed as a percentage (Ostrow & Smith, 1988). For the purposes of this project, market share will refer to the amount of ticket sales San Jose State has in relation to its competitors.

Marketing strategy. A marketing strategy is defined as the logical, comprehensive plan of action through which a firm intends to reach its objectives in the marketplace. Marketing strategy is primarily concerned with the development and implementation of company policy and with those marketing activities through which the company's goals

are to be achieved (Ostrow & Smith, 1988). For the purposes of this project, the goal is to develop a marketing strategy to achieve the determined objectives for the football season.

Price strategy. Price strategy is defined as the element of marketing decision making that deals with the methods of setting profitable and justified exchange values for goods and services (Ostrow & Smith, 1988). For the purposes of this project, a price strategy will be developed for the upcoming football season.

Pricing objectives. Pricing objectives are defined as those considerations which precede the establishment of pricing policies. Pricing objectives are the comprehensive goals which the organization expects to achieve in the long run. Included may be the maximizing of sales or profits, the achievement of a predetermined return on investment, an increase in market share, maintenance of a status quo with respect to price competition, etc. For the purposes of this project, pricing objectives will be to maximize ticket sales and increase market share.

Psychographics. Psychographics are defined as the results of a research procedure through which consumer behavior is explained, at least in part, by the study of such variables as personality, lifestyle, attitudes, and self-concept with a view of predicting consumer response to products, stores, advertising, etc. (Ostrow & Smith, 1988). For the purposes of this project, the psychographics of current and potential markets of San Jose State football spectators will be examined.

Strategic planning. Strategic planning is defined as long-range business planning in which the organization's capabilities, resources, goals, and abilities are matched with existing or projected opportunities in the marketplace (Ostrow & Smith, 1988). For the purposes of this project, strategic planning will be used in implementing the marketing plan in conjunction with the established goals of the marketing campaign.

Target market. A target market is defined as that particular segment, of a total potential market selected by a company as the target of its marketing efforts. Choice of a target market is usually based on some common characteristic possessed by the market segment, e.g., sex, education level, income, etc. (Ostrow & Smith, 1988). For the purposes of this project, target markets will refer to those segments in the area in which the marketing campaign will direct promotional efforts toward its consumers or spectators.

Importance of the Project

Both the football program and the athletic department will benefit from this project. With an effective marketing plan in place, the department can set a straight path in obtaining its goals for the football program. Unlike past years, there will be a strong sense of direction and consistency.

A strategic marketing plan will accomplish a number of things for the football program, athletic department and the university (Cohen, 1987). It will:

1. Provide a road map for corporate development and sponsorship.
2. Assist in the management and implementation of strategy.

3. Tell employees exactly where the department is currently and where it is going.
4. Coordinate the assignment of responsibilities and tasks.
5. Assist in obtaining resources for development such as fund raising and donations.
6. Promote efficient use of resources such as people, facilities, and finances.
7. Recognize problems, opportunities, and threats that can be dealt with before they become unavoidable obstacles.

History of San Jose State Athletic Marketing

The history of football marketing at San Jose State can be dated back to 1986 when the first real effort to market the program began (R. Chew, personal communication, October 30, 1996). According to Chew, prior to 1986, there was no formal marketing of football or any other programs for that matter. From 1948 through 1972, Jerry Vroom was the only trace of any marketing efforts by the athletic department.

During the 1950s and 1960s, while performing his duties as Associate Athletic Director, Jerry Vroom was responsible for all business affairs (J. Vroom, personal communication, December 3, 1996). According to Vroom, marketing was not part of anyone's official job responsibilities in the athletic department. This was the case for a couple of reasons. First, not many people knew what marketing was during this time. Second, athletics did not have any real competition for the entertainment dollar. Therefore, marketing was not viewed as a big importance. However, during this period,

there were some marketing efforts. These efforts came from boosters who donated their time in producing banners and fliers which were then dispersed throughout the community. Also during this period, there was a lot of autonomy among the various teams. Many of the coaches relied on team members and boosters to promote their team's games and activities through the distribution of fliers.

In relation to the football program, according to Vroom (1996), the department relied on establishing a base of season tickets holders to attend games. This base was usually around 4,000 people. With the stadium only holding 9,000 spectators, this was a good number. Furthermore, in 1948, The Spartan Club was formed to develop funds for the department and its programs. For ten dollars anyone could join the club at the cardholder level. In later years, various other levels of membership were added with benefits such as season ticket and parking options. The club consisted mainly of local boosters and alumni. One other marketing effort that was used in this period was the development of relationships with local businesses. During these years, there were only two country clubs in San Jose. Of those two, San Jose Country Club, was the most prestigious. Many influential and wealthy business members of the community were members. According to Vroom, the athletic department staff, including himself, worked very hard at developing relationships with these members. Many of these members became big supporters of Spartan football through both attendance and donations.

One of Vroom's marketing responsibilities during this period was the scheduling of half time entertainment. Vroom always tried to have a special half time show. One of

the crowd favorites was a marching platoon out of Modesto, CA. In addition to half time shows, Vroom also developed themes for each home game. For instance, the most attractive game on the schedule would always be homecoming, while the least attractive game would be "Family Night," where parents would pay for admission but children would be admitted for free.

In 1972, Jerry Vroom relinquished his duties as Associate Athletic Director to become the full-time head coach of the men's golf team, where he stayed until 1984. However, Vroom was still close to the administration and saw many changes occur up until retirement. In particular, during the late 1960s and early 70s, according to Vroom (1996), team booster groups began to develop in support of the various programs. The main function of booster groups was to support the various teams in terms of moral support through attendance at athletic events. As previously mentioned, booster groups also helped with the construction and dispersement of fliers and banners. Furthermore, student support was also very big during this period. Unlike today's college football games, students were the main attendees of this period. Attendance was so good that in the early 1970s, endzone seats were added to the stadium, bringing the total capacity to 16,000. According to Vroom, one of the reasons why attendance was so good at this time was the San Jose State marching band. The band was led by Roger Muzzy, who was very committed to the success and image of the band. The band, which was 200 members strong, was considered by many as one of the best on the west coast. For many spectators, the band was as big of an attraction as the game itself.

According to Chew (1996), one event that occurred in this period which would seem to have affected the marketing efforts of the athletic department was the implementation of Title IX in 1974. Title IX called for the equal opportunity of both men and women to participate in intercollegiate athletics. With this came the stipulation that equal expenditures be spent on funding both men and women, including marketing expenditures. However, since San Jose State did not have any formal marketing department or did not claim any formal marketing expenditures at this time, its passing did not have a major effect on the athletic department until 1987 when the first marketing department was formed.

According to Chew (1996), during the years of 1979 through 1987, the athletic department went through a transformation which would affect the role of marketing to the programs within the department. During this time, the department divided into two separate departments, the men's department of intercollegiate athletics, and the women's department of intercollegiate athletics. This change meant that each department was responsible for its own operation, including marketing. However, while the department was divided, marketing was still not a major importance to either department until 1987.

In 1987, according to Chew (1996), the two departments joined together as one department again. With this change came a newly developed emphasis on marketing. For the first time in the department's history, a full-time marketing director was hired along with two staff members. Since this time, the marketing department itself has seen many changes, particularly personnel changes. For years marketing personnel would

come and go. In 1991 however, due to state budget cutbacks, the marketing department merged with the Spartan Foundation department which is responsible for fundraising for the department. The two departments were run by the same director for three more years until 1995, when a new marketing director was hired to once again lead the athletic department's marketing efforts.

However, this director would have a short stay at San Jose State. In November of 1996, the marketing director left the department due to professional differences with other department administrators. This brings us up to the point where we are now in 1997. While we are currently in between marketing directors, the marketing department is still being run as a separate entity. One of the key goals of the department is the acquisition of corporate sponsorships. In particular, there has been an attempt to take advantage of the area's large electronics and computer industry by targeting these companies as major sponsors. To date, Apple Computer, Inc. and Unisys/Western Micro, act as the only major electronics and computer sponsors.

The current make-up of the marketing department consists of an athletics ticket liaison, a marketing and promotions assistant, a sponsorship assistant, and the athletic director acting as the interim marketing director. In addition, of the three staff members, two are part-time students which makes it hard to maintain any consistency within the department. With the average size of marketing departments among Western Athletic Conference schools being 6-8 people (Tuma, 1996), San Jose State's department is vastly undersized. Furthermore, with 19 men's and women's athletic programs to market, the

task is ultimately impossible. With that in mind, it is safe to say that not only the football program but all of the programs are not being marketed to their fullest capabilities.

In order to accurately assess San Jose State's athletic marketing situation, an overview of intercollegiate athletic marketing should be reviewed first. The result finds that the profession of athletic marketing on a national scale is having its own problems and concerns for the future as well.

Current Status of Intercollegiate Athletic Marketing

Recent years have seen a variety of forces impacting intercollegiate athletics. These forces include reduced television revenues, rising inflation, escalating costs, and increased demands for equity in women's programs. Administrators' concern for these forces has focused more attention on athletic personnel whose responsibility is, or includes, athletic marketing (Lehnus & Miller, 1996). According to the authors, the 1980's gave birth to new athletic personnel, including the athletic marketing professional. Since this time, athletic programs have become reliant on the revenue these people generate.

Today's athletic marketing professional is expected to generate revenue through a number of ways. These include establishing and selling corporate sponsorships, planning and directing all season ticket campaigns, developing and selling facility signage, selling advertising to television and radio networks, and directing special fund-raising events (Lehnus & Miller, 1986).

In addition to generating revenue, marketing professionals have a number of other responsibilities as well. These include planning and implementing individual and game promotions, supervising and administering printing advertising, and serving as a liaison administrator for all booster clubs (Lehnus & Miller, 1986).

According to Lehnus and Miller (1996), of current collegiate marketing personnel in Division 1-A universities, 41% earn between \$30,000 and \$40,000 annually. In addition, 35% prepared for their careers through athletic administration and sport management degrees. Finally, 49% reported a high level of job satisfaction.

Even though marketing personnel have reported a high level of job satisfaction, according to Lehnus and Miller (1996), many marketing professionals indicate that major problems interfere with the fulfillment of their job responsibilities. Aside from the common problems of shortages in finances, staff, and time, marketers complain that there is a lack of understanding or confusion regarding the role and purpose of athletic marketing. These marketing professionals indicate that athletic and central administrations do not understand the function or concepts of marketing. In a sense, they do not understand what the marketing professional does.

This leads us to the state we are in now. While the role of marketing is clearly important to the success of intercollegiate athletics, the profession is currently misunderstood in relevance to its importance on the effect of intercollegiate athletics. In order to change this fact, a national model needs to be developed which would outline and identify the skills and training that are to be expected of marketing professionals in

intercollegiate athletics. According to Lehnus and Miller (1996), these professionals should be prepared with a combination of training in public relations, business and marketing knowledge, and athletic understanding.

Before the role of marketing in relation to the football program at San Jose State is discussed any further, a brief summation of the program's history since its development should be reviewed. The program's past and present status are important elements in successfully marketing for the future in that they enable consumers to identify with the program and feel as though they are becoming a part of a tradition.

San Jose State Football

Past

In recent years, the San Jose State football program has experienced few successes. The team's image and support are at an all time low. Although the last winning season can be dated back to just four years ago, 1992, when the team finished 7 (wins) - 4 (losses), the team has since compiled a combined record of 11-34 under Head Coach John Ralston.

Although the history of Spartan football dates back to 1895, the program's first real national prominence occurred in the 1930's. During this decade, Head Coach Dudley S. DeGroot led the Spartans to a 59-18-8 record, including two undefeated seasons. In his first season as coach in 1932, he led the Spartans to an overall record of 7-0-2, and in his final season in 1939, he once again coached the Spartans to a perfect season of 13-0

(Fan, 1996). To date, these two seasons stand as the only undefeated seasons in San Jose State football history.

While World War II postponed football at San Jose State from 1943 to 1945, the rest of the decade was quite successful. The Spartans had a combined record of 52-15-4 in these years. This decade also brought the Spartans to its first and second post-season bowl appearances. In 1946, the Spartans beat Utah State 20-0 in the Raisin Bowl and then returned to the Raisin Bowl in 1949 where they defeated Texas Tech 20-13 (Fan, 1996). Perhaps the most incredible feat, however, which has still not been matched to date, is that the Spartans did not have one losing season in this decade, giving them ten straight winning records.

While the 1970's were not the best years for the Spartans in terms of wins and losses (47-51-3), this decade produced the two most successful professional football players to ever walk the campus grounds of San Jose State. Steve DeBerg, who played quarterback for the Spartans in 1975 and 1976, went on to a productive pro career with six teams that lasted 16 NFL seasons from 1977 to 1993. Fellow Spartan teammate of Deberg, Carl Ekern, who was a linebacker from 1972 to 1975, had an NFL career that lasted 13 NFL seasons and three Pro-Bowl appearances with the Los Angeles Rams from 1976 to 1988. In addition, the 70's produced 28 other professional players including three first round draft choices (Fan, 1996).

Not too long ago however, the Spartans were a consistent winner. The 1980's were a great decade for the Spartans. During this time, the team compiled a record of 67

wins, 46 losses, and one tie under coaches Jack Elway and Claude Gilbert. Also during this time, the Spartans advanced to three California Bowls (1981, 1986, 1987). While the Spartans managed to win only one of these games, 37-7 in 1986, quarterback Mike Perez was named “Most Valuable Player” in both the 1986 and 1987 games. In addition, Perez was named the “Offensive Player of the Year” by the United Press International in 1986, and was awarded the Glenn “Pop” Warner Award as the top senior on the West Coast by the Palo Club in 1987. Players during this decade included NFL first round draft choices Mark Nichols (1981, 16th pick), Gerald Willhite (1982, 21st pick), and Gill Byrd (1983, 22nd pick). Other players to turn professional from this decade included Mike Perez (Albany Firebirds-AFL), Sheldon Canley (San Francisco 49ers, New York Jets), Johnny Johnson (San Francisco 49ers, Phoenix Cardinals, New York Jets), Mervyn Fernandez (Los Angeles Raiders), and David Diaz-Infante (Denver Broncos). In addition, 24 other Spartans went on to play in the pros from this decade (Fan, 1996).

Perhaps the Spartans greatest success to date however, came in 1990 when the Spartans capped a 9-2-1 season by defeating Central Michigan 48-24 in the California Raisin Bowl. The Spartans were led by quarterback Ralph Martini and tailback Sheldon Canley. Memorable games included a 10-10 tie with Louisville, a 20-17 heartbreaking loss to #1 ranked Washington, a 29-23 win over Bay Area rival Stanford, and a 42-7 victory over arch rival Fresno State. Fittingly, the team’s success did not go unnoticed. The team finished the season ranked 26th in the nation by the Associated Press and 20th by the United Press International.

Furthermore, three Spartans were invited to play in post-season All-Star games. Quarterback Ralph Martini in the Blue-Gray Classic and Japan Bowl, tailback Sheldon Canley in the East-West Shrine game as well as the Blue-Gray Classic, and linebacker Lyneil Mayo also in the East-West Shrine game. In addition, these three players also earned post-season honors. Canley was named First Team All-Conference as well as Associated Press Third Team All-American while Martini and Mayo were both named First Team All-Conference and Associated Press Honorable Mention All-American. More impressively though, seven other players were named first team all-conference as well, proving the quality of talent on the 1990 squad (Fan, 1996).

The Spartans have also produced a rich talent of NFL and NCAA coaches to add to its list of players. The list includes current University of Utah Head Coach Ron McBride, Eastern Michigan University Head Coach Rick Rasnick, and San Diego State University Defensive Coordinator and former Spartan Head Coach Claude Gilbert (L. Fan, personal communication, November, 25, 1996). One of the more famous Spartans on this list is Dick Vermeil, who coached the Philadelphia Eagles from 1976 to 1982. In 1981, he led the Eagles to Philadelphia's only Super Bowl appearance to date, a 27-10 loss to the Oakland Raiders. The Spartans most famous and successful football alum however, would have to be Bill Walsh. Walsh, who was an end for the Spartans in 1952 and 1953, is best known for coaching the San Francisco 49ers to three Super Bowl victories between 1979 and 1988. Walsh has been credited with creating the "West Coast Offense," a style of offense with short passing plays as its emphasis. This style of offense

has been adapted by numerous NFL and collegiate football programs across the nation. Walsh was also twice the head coach at Stanford University. First from 1977 through 1978 and again from 1992 through 1994. In 1992, he led the Cardinal to a season finale 24-3 victory over Penn State in the Blockbuster Bowl, its first New Year's Day Bowl game since 1972. The Cardinal were also Pac-10 Co-Champions for the first time since 1971. Most impressive though, the Cardinal finished the season with a 10-3 overall record, its first 10 win season since 1940, and a number nine final national ranking, making it Stanford's fifth top 10 ranking in school history (Migdol, 1996).

Although the above is just a brief history of some of the highlights of Spartan football, it is evidence that the program is worth preserving and attempting to make it what it once was--a winning program. However, this can only be done by establishing both economical and realistic goals to pull the program out of it's current downfall.

Present

Two new developments in 1996 point to the direction of a new era in San Jose State football. First, the acceptance into the newly reformed Western Athletic Conference (WAC) in July of 1996 is cause for much optimism. Although the conference promises to be much more challenging than San Jose State's former conference, the Big West Conference, the opportunities in terms of revenue and exposure are far greater. The new conference consists of 16 universities, making it the nation's largest NCAA Division I-A conference. With schools in nine different states, the WAC will cover more than 4,000 miles and have universities across five time zones, stretching

from Texas to Hawai'i (Willis, 1996). According to Willis, in addition to being the third-largest major conference in undergraduate enrollment with over 270,000 students, over 50 million people reside in the WAC markets and approximately 20 percent of the nation's TV households are located in these areas. Furthermore, the 34 major newspapers in WAC markets have a total circulation exceeding 8.7 million. In addition, thirteen WAC schools are located in the nation's Top-100 major markets, including four in the Top 20 and three in the Top 10 (San Jose #4). Most importantly however, there are two opportunities for post season bowl appearances compared to only one in the Big West Conference. These bowls include the Plymouth Holiday Bowl where the projected team payout is \$1.35 million per institution, and the Cotton Bowl Classic where the projected team payout is \$2 million per institution (Willis, 1996). These are large figures compared to the \$500,000 payout the Big West Champion receives for playing in the Las Vegas Bowl. Finally, the new conference also has a television contract with the ABC, ESPN, and ESPN2 networks in which eleven games will air in the fall of 1996. San Jose State has already benefited from this addition with its first ABC regionally televised game since 1982, which aired on November 2, 1996, when the Spartans faced San Diego State in Spartan Stadium.

The second development to raise optimism for the future is the recent resignation of Head Coach John Ralston at the end of the season. Although coach Ralston's presence has brought about many positive changes to the football program, including increases in donation levels and graduation rates, many supporters questioned his coaching skills.

With our recent entrance into the new conference, this could be the perfect time to bring in a young, energetic coach to begin a new era in Spartan football.

Future

With the above developments having taken place, the next step is to establish some realistic and obtainable goals for the future. Assistant Athletic Director for Development, Jeff Gray, has developed a proposal entitled Vision 2000: "In Pursuit of Excellence" (1996), in which he details a list of goals for the entire department to be attained by the year 2000. The overall goals for the entire department include enhancing visibility and image of San Jose State University and the city of San Jose, nationally ranked teams, consistently competitive teams, a source of local and regional pride, and a national leader in opportunities for women. Competitive goals for football include becoming a WAC title contender, becoming a major bowl participant, and establishing a top 40 national ranking. Another football related goal includes a ten million dollar renewal of Spartan Stadium, establishing it as one of the premier stadiums in the Western Athletic Conference.

To obtain these goals, the athletic department must draw from its strengths. According to Gray (1996), these include a partnership with the city of San Jose, participation in a new conference, excellent geographical location, large media market, diverse university, and a strong academic reputation.

However, with obtaining any goal in life, challenges must be met. The athletic department at San Jose State has many challenges to overcome in order to obtain its

goals. These include increasing revenues, improving facilities, overcoming marketplace competition, image enhancement, increasing opportunities for women, increasing operational support, and improving win-loss records for many of the programs. Of these challenges that need special attention is operational support. According to Gray (1996), among the 16 WAC universities, San Jose State operates at the second lowest budget of approximately 7.7 million dollars annually, compared to the largest budget in the conference of 14 million dollars by Fresno State University. In order to reach the department's goal of 11.7 million operational dollars by the year 2000, Gray believes that the money must come through increases in student support, contributions, and athletics income.

The department hopes that these efforts will result in a number of positive effects. These include an increased visibility for the city of San Jose, a winning athletic tradition, improved graduation rates, increased opportunities for women, improved scheduling, sustained compliance with NCAA regulations, enhanced visibility for SJSU, and enhanced recruitment and admissions.

With the goals of the entire department clearly stated, the process of establishing an effective marketing plan can begin. However, before the actual planning process can begin, a number of steps must occur before development of the plan takes place.

Chapter 2

REVIEW OF LITERATURE

The review of literature is divided according to the following subheadings: development and design of the marketing plan, marketing research, and target marketing. These subheadings serve as critical factors in creating an effective overall marketing plan. All three stages must be considered and evaluated before the marketing plan can be developed.

Development and Design of the Marketing Plan

The overall purpose of marketing planning, and its primary focus, is the identification and development of a competitive advantage (McDonald, 1990). According to McDonald, marketing planning is simply a series of activities in a logical sequence leading to the setting of marketing objectives and the development of plans for achieving them. This series of activities includes a situational review, the development of some basic assumptions, setting objectives for what is being sold and to whom, deciding on how the objectives are to be achieved, and scheduling and budgeting the actions necessary for implementation. In addition, McDonald also explains why marketing planning is necessary. For the creator of the marketing plan, it is important because it helps identify sources of competitive advantage. Furthermore, it forces an organized approach while developing specificity. Finally, it ensures consistent relationships with outside parties. The marketing plan is also important for superiors of an organization in that it informs them of progress and working status in the operation. In conclusion,

McDonald also states that marketing plans are also necessary for subordinates to be effective in that organizations gain support and commitment from subordinates through the plan's objectives and strategies. The employees know what is expected of them because it is clearly stated in the organization's marketing plan.

For many intercollegiate athletic programs, a strategic marketing plan allows an organization to accurately determine its marketing budget needs and determine what revenue it can expect to generate through sports marketing efforts (Ensor, 1988).

According to Ensor, once it is agreed that planning is required, it becomes necessary to set program goals. To do this, however, it is important to state at the beginning that you must have a basic understanding of your institution's philosophy about athletics.

Institutions put different degrees of emphasis on athletics, which will affect how athletics is marketed. Factors to be considered include whether the athletic program is expected to (a) generate revenue, (b) increase the institution's profile in the community, (c) serve as tool for recruiting students, (d) serve as a fund-raising tool, (e) serve as a focus for alumni relations, (f) serve as a focus for a school's development operation, or (g) serve as a community relations tool. The marketing plan should represent a combination of these factors, which many times means balancing competing needs within the institution.

However, according to Ensor, developing an effective marketing plan, allows the marketer to prepare for such problems and develop plans to balance competing needs before they become problems.

The development of the marketing plan involves a step by step procedure that must be followed in specific sequence in order for its effectiveness to be shown (Sutton, 1987). According to Sutton, the first step in developing the marketing plan involves examining the organization and the market in relation to past performance and structure as well as the present status of the organization. In addition, the marketer should also try to identify factors that would affect the future of the program. Much like Ensor's (1988) comments, step two involves developing a set of measurable, attainable goals. For example, one goal may be to sell 1,000 new season tickets for the upcoming season. Step three calls for the development of a number of strategies to achieve organizational goals and objectives. These strategies include identifying a target market, developing a price strategy, using advertising and market positioning, considering finances, and assessing the organization. Step four calls for developing a creative theme. This theme is then used in all aspects of the marketing plan, especially when working with the media and sales campaigns. The theme is important to the marketing approach in that it not only provides visibility and creates interest but also gives the potential audience something they can understand and identify with. Step five involves developing an implementation strategy. This means defining areas of responsibility and delegating authority. In addition, it also explains what specifically needs to be done. Step six involves constructing a budget to show how and where organizational resources will be dispersed. Such expenses may not only include fiscal expenses but personnel and facility expenses as well. Finally, step seven involves developing a plan illustrating the use of all

appropriate media forms. Such uses may include television, radio, and print media depending on the organization's size and budget.

Other research shows that a successful sport marketing plan is based on research, analysis, and input from other key groups (Hardekopf, 1989). According to Hardekopf's design, the marketing plan should follow a five stage process. The first stage involves conducting research. In this stage the marketer gathers both past and present data on elements such as season ticket sales, individual game ticket sales, spectators, and revenue. The second stage in the plan is to determine the campaign's objective or goal. According to Hardekopf, there are three different objectives to consider for a marketing campaign, and each requires a different set of marketing strategies. The objectives to consider are revenue, attendance, and exposure/awareness. The question to answer is which do you want more of and are you willing to sacrifice the others in order to get it? The third stage in the plan calls for developing the campaign. According to the author, there are several key points to keep in mind while developing the campaign. These include developing a plan that is cost effective and profitable to implement, using other events to publicize the campaign, and deciding whether you want to spread out your marketing dollars over a long period of time or concentrate them at one time. The fourth stage involves reviewing your plan with other key groups in your organization before presenting the finished product. The campaign involves the execution of responsibilities by several other people within the organization. The groups that should be consulted include the ticket office, the sports information office, and the coaches. These groups must be consulted to guarantee

that they understand their involvement in the campaign. The fifth and final stage is to implement the campaign. After the plan has been accepted, it must then be implemented with the allotted budget. In addition, the marketer must constantly monitor every aspect of the operation. Furthermore, the marketer must be sure to analyze the campaign at every stop and make any necessary adjustments. Finally, during the season, the marketer should prepare for next year's plan by making notes on reactions to the campaign and jotting down any new ideas as they come during the plan's execution. This will make next year's plan much easier to develop.

Marketing Research

Before an effective marketing plan can be written, marketing research must be conducted. According to the American Marketing Association (1981), marketing research can be defined as "the systematic gathering of data about problems relating to the marketing of goods and services." This definition also holds true for sport marketing research with the exception that it relates to the marketing of sport instead of goods and services. Marketing research is looked upon as one of the most essential aspects of marketing in most industries but has failed to reach that status in many segments of the sport industry. The truth, however, is that research has never been more essential in the sport industry. Markets are continually changing, and reaching a specific market is becoming more difficult. It is important that marketers understand who their audience is and how best to reach it. In addition, the role of conducting marketing research is also

important in that it establishes a theoretical base for the development of the marketing plan.

Understanding what marketing research is in sport marketing, why it is needed, and who should do the research are important questions to answer before conducting research (Huggins, 1992). According to Huggins, sport marketing research is the collection of data relating to the demographics, geographics, attitudes, interests, opinions, and purchasing patterns of those who attend, listen to, view, participate in, and sponsor or advertise in sport. This data can come from either primary or secondary sources. Primary data is the result of direct contact such as the use of surveys or focus groups. Secondary data comes from existing sources such as mailing lists. Huggins further states that the purpose of conducting marketing research is to suit the interests of the fans or participants without changing the sport itself. In order to suit these needs however, the marketer must know the geographics of potential and existing fans or participants such as where they live, what travel routes they take, and what types of transportation they most often use. In addition, the marketer also needs information on their attitudes, interests, and opinions. For example, what are their preferred times for starting games and what types of pre-game or half-time music do they prefer. Finally, Huggins concludes that marketing research can either be conducted in-house or through outside help such as a marketing research consultant or firm. The advantages of doing marketing research in-house include that it is less expensive and time and energy do not have to be spent with outsiders who may need to gain an understanding of the sport itself before addressing the

questions or problems at hand. On the other hand, the use of a marketing consultant or firm can be as easy as using faculty members of a college or university business or sport management program. In this case, the faculty member/consultant usually designs the research and may assist in the data analysis while leaving the other steps to the client.

In conducting sport marketing research, the marketer should first select the marketing research technique that will allow the organization to reach its current and potential market in the most effective and cost efficient manner (Sattler & Doniek, 1995). According to Sattler and Doniek, there are five techniques to consider when conducting market research. The first, mail questionnaires, are one of the most common and least expensive methods of research and can result in a large number of responses in a short amount of time. When initiating a mail survey, it is important to include a well written cover letter and stamped return envelope. In addition, a reminder sent out a week later can also increase responses. The second market research technique is in-house questionnaires. According to Sattler and Doniek, in-house questionnaires offer a better way to gain information if your goal is to learn more about your existing market. In-house questionnaires should be handed out at your event with designated tables and chairs as a survey completion area. The third technique is the use of telephone inquiries which can produce a large number of responses in a short amount of time. In addition, the interviewer can change the focus on the questioning depending on the responses of the interviewee, which often results in more detailed information than written questionnaires. The fourth technique, face-to-face interviews, are usually conducted at

the event. This technique allows for more qualitative research to take place in that the interviewer can ask more open-ended and descriptive questions to the interviewee. The fourth and final market research technique are focus groups or group interviews.

According to the authors, focus groups are most effective when testing new ideas. In addition, they can usually bring out new attitudes and ideas. When choosing group members, it is important to be sure that you have an accurate sampling of your market. Sattler and Doniek conclude that once the organization has effectively communicated with it's target market, the marketer will have the facts and figures needed to complete the market analysis section of the marketing plan.

One valuable qualitative method of conducting research for sport managers is the use of focus groups (Inglis, 1992). According to Inglis, there are a number of benefits in using focus groups. First, they are a good way to gather data and ideas through group discussion. Second, they are especially valuable in research, consulting, and in planning activities, where answers to questions are taken from participant interaction, idea sharing, and idea generation. A third advantage of working with focus groups is the opportunity for group members to tie together their experiences and values. This enables the group members as well as the researchers to understand what is meaningful to them. A fourth benefit of focus groups is the ability to explore topics that may not be understood by the researcher. A fifth benefit is the potential to develop a hypothesis through discussion among the focus group. A sixth benefit is that focus groups offer participants the opportunity to discuss possible explanations for the gathered data, which may validate or

challenge the current theory. The results of this discussion can then increase the researcher's understanding of the situation. In conclusion, according to Inglis, used with survey research, focus groups can be helpful in providing a deeper understanding of how respondents may think about a particular topic, what factors are important, and what terminology would be appropriate.

The ideal research program should consist of four levels, where each consecutive level gives more specific information than the previous one (Pearsall, 1987). According to Pearsall, the first level involves setting measurable goals. For example, the goal of our season ticket campaign may be to increase ticket sales to senior aged men (55 and above) by 10 percentage points. The second level involves researching the interests of target customers. One way to do this is to conduct a carefully designed survey of current and potential customers. By combining the survey results with detailed cost analysis of potential events, the marketer should be able to choose the best campaign that delivers the message with maximum impact and minimum waste. The third level calls for measuring the results. The best format for measurement depends on the individual situation and objectives. The use of three-way surveys (pre-event, event, post-event) of designated audiences are usually the best way to determine changes in product use. The fourth and final level consists of reevaluating the cost effectiveness. In this level, a measurement system should be started in which the event's success at meeting specific objectives, as measured in level three, is added into the same equation using the obtained CPM

variable. This system allows the user to compare event worthiness among very different types of activities.

In a study looking at the importance of marketing and promotional objectives among NCAA Division I institutions and professional sport organizations (Hansen & Gauthier, 1992), it was concluded that the NCAA institutions considered economic focus as their primary factor when considering marketing and promotional activities while the professional sport organizations stressed entertainment value as their primary factor. The study consisted of a questionnaire that was mailed to 250 NCAA Division I institutions, 8 Canadian Football League (CFL) teams, 28 National Football League (NFL) teams, 21 National Hockey League (NHL) teams, 23 National Basketball Association (NBA), 11 Major Indoor Soccer League (MISL) teams, and 26 Major League Baseball (MLB) teams. All results were analyzed using the ANOVA procedure. The NCAA institutions stressed an economic focus, with objectives such as sponsors, special events, and the targeting of populations being primary. In addition, other important objectives of these institutions included athletic satisfaction, program growth, student recruitment, sharing of costs, development of athletes, national sport development, and career opportunities.

In another study examining the marketing of college and university athletics (Stevens, Loudon, & McConkey, 1995), it was concluded that the majority of respondents do not place enough emphasis on marketing activities. Questionnaires were mailed to all 535 active NCAA Division I and II colleges and universities with a total of 291 questionnaires being returned, resulting in a 54.2% rate. The purpose of the research was

to determine the nature and extent to which sport marketing and promotional activities are used by universities. It was found that 76 % of the respondents had someone in charge of sport marketing responsibilities. In addition, only 58% of the respondents reported that their departments prepare an annual marketing plan. Other valuable findings from the study included that 57.1 % of the respondents reported that the average attendance for home football games was fewer than 10,000. Furthermore, 34% reported that only 11-20% of the student population attend these games. In regards to effective marketing tactics used by the respondents, 43.4% reported entertainment value of event as their primary method. The study also found that 85.6 % reported newspaper ads as the number one activity used as promotional methods. Furthermore, 67.4% of the respondents reported the number one reason for not engaging in more marketing as cost. Finally, 40.2% of the respondents reported that the amount of money spent on marketing was only \$0- \$5,000. In conclusion, the study proves that a lot more work can be done at promoting athletic programs and perhaps with more emphasis on marketing, positive results will follow.

Target Marketing

Once the research has been conducted, it is time to determine which markets will be targeted. With 50% of Division 1-A intercollegiate athletic programs losing money by some estimates, it is timely that sport marketers, promoters, and advertisers begin searching for new markets (Lehnus & Miller, 1996). Furthermore, with the population growing and becoming more diverse every day, there are more markets than ever to

consider. Some of these growing markets include Asians, Hispanics, women, and the generation X. However, the competition for these markets is fierce. With the increased popularity of the arts challenging sport as the number one leisure activity in the U.S., now more than ever, sport marketers need to reach new markets. This is especially true from an attendance perspective because fans may choose to attend a concert rather than a baseball game.

The demographic changes that are currently taking place will have a huge effect on who sport marketers will target into the twenty-first century (Hofacre & Burman, 1992). According to the authors, the three target markets to consider in the future will be people 50 and older, Hispanics/Asians, and families headed by women. Due to the aging of the baby-boom generation, the primary demographic change to occur in the next two generations will be the increased number of people 50 and older. The authors further state that between the year 2000 and 2010, the percentage of Americans 50 years old and older will rise 29.6%. In terms of sports marketing, the older population of the U.S. may influence how often people attend sporting events, what sporting events they are interested in, and how much sport they view on television. In addition, this generation will be entering retirement with more money than any retirement age group before it and may be willing to spend money on sports. However, those sport marketers who are concerned about attendance, will need to recognize that in making consumption decisions, seniors have different motivations than do younger consumers. According to the authors, what's important to older people is convenience, access, quality, and service.

The next target market to consider is the Hispanic/Asian population. Asians and Hispanics are the fastest growing segment of the American population. According to Hofacre and Burman (1992), in 1990, Asians accounted for nearly 9 million people and are predicted to reach 20 million early in the next century. In addition, Hispanics have accounted for 25% of the U.S. population growth in the past ten years, and U.S. Census projections say they could pass African-Americans as the largest minority group by the year 2014. Problems exist however, in deciding how to reach these potential markets. One such problem is that each group includes many subgroups. Two issues that sport marketers must be aware when dealing with these problems are that they must learn about each distinct culture and then decide whether or not to advertise in two languages. According to the authors, some factors to keep in mind when marketing to these segments are that Asians are characterized by extreme brand loyalty and as having an interest in bargains, while Hispanics seem to be responsive to companies that show an interest in their culture.

The last target market reviewed are families headed by women. According to Hofacre and Burman (1992), the fastest growing household type is families headed by women with no husband present, up 36% during the 1980s. This growth has been enhanced by a number of women who have chosen to have children without being married. Family structure has the potential to influence both participation and spectatorship. Having children in organized activities requires time and effort on the part of the parent(s), such as driving children to practices and competitions. This can affect

later behavior because participation in youth activities encourages future adult spectatorship. However, the questions that sport marketers must answer in order to effectively reach this segment are what role do mothers as opposed to fathers have in their children's sport consumption and how much time do single parents have to encourage sport participation?

In conclusion, Hofacre and Burman (1992), point to three demographic trends that may have an effect on sport marketing in the future. The first trend is that both men and women have more leisure time now than they had in 1965, but the increase is offset by an increase in television hours watched. However, while this is good news for television sport marketers, it is bad news for marketers who are concerned with attendance. The second trend relates to the increased mobility of Americans. This may have a negative impact on sport due to the fact that it may force many workers to leave a city where they have grown up or lived for many years. This can make it difficult to develop loyalties to local teams which may also influence brand/company loyalty to sport sponsors. The final trend is the increased number of women, African-Americans, and other minorities entering the work force. The increased number of minority workers means that they have more money to spend and, therefore, become a more viable market.

An important target market for collegiate football programs is the local business community (Grant & Bashaw, 1995). In a case study of one college football program, the authors' objectives were to determine the number of business/trade association members who were football season ticket holders and to then study the attitudes, habits, and

information sources within this segment with respect to the university and its football program. Results of the study indicated that in this community, like many other college communities, the business market for collegiate sports is composed of many small and very different types of businesses, suggesting that sport marketers should not target such a market as homogeneous. Another result of the study found that football season ticket holders tended to report that the university had a greater economic impact on the community than did non-season ticket holders. This finding suggests that sports marketers should attempt to inform the public and business community about the economic impact their sports teams have on the local community. Other data indicated that support of the local conference team, convenient parking, and knowledge of current coaches/players were the three most important factors affecting the purchase of football season tickets. According to the authors, sport marketers of college football programs should consider methods of tapping into the sense of loyalty to the local conference team that may exist within many businesses. In addition, sport marketers may want to consider creating a season ticket holder parking area. In terms of getting to know the coaches and players, sport marketers should work with their sports information directors at connecting current coaches and players with the local community. One last piece of data the authors found was that business purchasers of football season tickets tend to share their tickets with customers, employees, and friends, suggesting a benefit of purchasing a season ticket that could be communicated to potential buyers. In conclusion, the local business community is an important target market for the success of any collegiate program. Their

concerns and needs should be reviewed and addressed when establishing a strategic marketing campaign.

The marketing of sport to the Generation X can be a valuable market for sport marketers in the near future (Turco, 1996). According to the author, in 1995, individuals between 19 and 30 years totaled 44.6 million, representing 17% of the total U.S. population. The label Generation X has been attached to these young adults because they differ significantly from previous generations. In addition, Turco states that this new generation of young adults is more interested in the visual arts, is less active as sport spectators, and is more likely to live with their parents than on their own. In 1991, 18 to 24 year-olds constituted 13.6% of college football spectators, down 10.2% from 1984. Favorite pastimes for this generation include TV, movie, and VCR viewing. With these and other considerations in mind, sport marketers must be aware of a number of factors in order to effectively market to this generation. According to Turco, due to the popularity of computers, sport organizations that provide ticket services through personal computers will be favored by Xers. In addition, if a sport marketer wants Generation Xers to consume a sport product or service, it should be perceived as a useful one, not one to be purchased for reasons of status or for making a statement, but one that fulfills a genuine need. Value is also important to Xers because their median weekly earnings between 1982 and 1992 fell 9% among men and 4% among women. Therefore, Xers are price sensitive and would take advantage of group or advanced ticket purchase discounts for sport services. In addition, Xers do not dislike advertising. However, they do dislike

overstatement, self-importance, and hypocrisy. Sharp images, music, a sense of humor, and satire all appeal to this generation. Therefore, advertisements that admit they are ads can be effective with Xers. Another point to remember for sport marketers is that the racial or ethnic diversity of a team may actually be an attractive feature to Xers and should be highlighted in a team's promotional messages. One final point to remember is that for students, going to a college game is the first of many social activities. Therefore, pre game tailgate parties, entertainment during intermissions, promotional contests, and post game festivities may be of more interest to Generation Xers than the game itself and should be designed to attract more of them as spectators.

A growing trend in America has been the marked increase in the number of female sport participants. With this growing trend has been an increase in numbers of female sport spectators, from the primary spectator who attends sporting events to the secondary spectator who consumes sporting events through the media (Branch, 1995). According to Branch, women are now being viewed as a unique and growing target market segment. Therefore, responsible and responsive sport marketers are now developing tailored marketing strategies to meet the unique and selective needs of women sport consumers. Females of all ages are becoming fans of spectator sports. In a time that men's interest in spectator sports is decreasing, women are becoming an increasingly significant market segment for spectator sports organizations. As proof to this, among women 18 and older, the total popularity of the NBA has increased 70% since 1989, the NFL 45% and baseball 40%. The implications of this change are that women today are

becoming fans of men's and women's spectator sports at a rate greater than or equal to men in many age categories, especially among young women 18-24 years old. Branch's final point is that women have demonstrated that they can be influenced, in some cases dramatically, to consume more of the sport product if the approach and product are designed for and with the female consumer in mind. The key for sport organizations and sport related businesses is in the design of strategies that appeal to a woman's sensitivities toward quality, price value(s), feelings, and emotional well-being.

Another important target market for sport marketers to consider are those people who are involved and participate in sport. Sport involvement may be a useful individual difference factor for both organizers of sporting events and for event sponsors when conducting an analysis of target market selection (Lascu, Giese, Toolan, Guehring, & Mercer, 1995). According to the authors, an example of application of sport involvement would be the development of the promotion for a spectator sport event such as auto racing, tennis, college or professional football, or basketball. The benefit of targeting sport involved groups is that in many of these promotional situations, the basic message is already known by the potential consumer. Therefore, the consumer knows that the core product, which is the sport itself, is what is being promoted. For example, the potential spectator of these events already knows what goes on during a football game or a tennis match. The only variable that changes is the spectator. An important issue to consider is what motivated a person to attend an event. The potential customer's level of involvement can be the basis of designing the advertising message. By categorizing

attendees into low-involvement and high-involvement groups, the sport marketer can better match the appropriate advertisement approach to reach the desired target audience.

In conclusion, according to the authors, other key marketing considerations when targeting sport involved groups are the price of admission and event sponsors.

Chapter 3

METHOD

1996 Fan Survey

Development and design

The fan survey, also known as the audience audit, is simply a questionnaire distributed to fans in attendance of an event (Mullin, Hardy & Sutton, 1993). According to the authors, it is a convenient way to find out information about customers. One advantage of the survey is that it shows the marketer if high-use customers such as season-ticket holders, have a certain demographic profile, compared to people in other levels of customer use. Another benefit is that turnaround time is very fast.

A man who has analyzed more fan surveys than anyone in sport marketing is Matt Levine, executive vice president, development, with the San Jose Sharks. Levine, who is considered by many as the “father” of modern sport marketing, began using fan surveys in 1974 when he was the director of marketing for the Golden State Warriors. Due to a mutual acquaintance of both Mr. Levine and the researcher, the researcher was fortunate enough to obtain some informational insight on how to construct an effective fan survey through a personal meeting at the San Jose Arena (M. Levine, personal communication, October 11, 1996). During the meeting, Levine used two previous San Jose Sharks surveys to develop a model for the researcher’s survey. By using many of the same questions but changing the text to fit the researcher’s goal, the researcher was able to leave with a rough draft of a questionnaire.

The survey developed was divided into five sections with the goal of obtaining specific information from each section. The first section of the survey was designed to identify who was coming to the game, how frequently they were coming, how they obtained their tickets, how far they were coming from, and who if anyone were they coming with. Another goal of this section was to target various profiles within the fan base. These included season ticket holders, walk-up fans, alumni, and faculty and staff.

The second section of the survey was directed at obtaining information about the game day services and overall enjoyment of the game. This included level of satisfaction in regards to security, concessions, music selection, restrooms, and view of the game.

The third section of the survey was designed to identify which forms of media are most frequently used by the fans. This information could then be used when attempting to target fans through advertising. Data sought in this section pertained to which TV, radio, and newspapers were most frequently consumed by fans.

The fourth section of the survey was aimed at identifying how San Jose State football fans spend their leisure time. This information will allow the researcher to evaluate the competition and identify where resources can be better spent in advertising to these consumers. This section also asks fans to answer how many times they have attended or participated in a particular activity. Some of these activities include professional sports, collegiate sports, movies, family shows, dining out, and health clubs.

The fifth and final section of the survey pertained to demographic data. The goal of this section is to identify personal information about the fans. This information

includes age, gender, education level, and income. These answers can assist the researcher in determining who and where to market the product or service.

The next step in developing the final draft of the questionnaire was to review the survey with some other influential people that could assist in its development. On the advice of Mr. Levine, the researcher first reviewed the questionnaire with Dr. Stephen Hardy. Dr. Hardy is considered as the foremost researcher in the field of sport marketing. While currently the editor of Sport Marketing Quarterly, he is also the author of a number of books on the subject, including Sport Marketing, which is one of the most widely used sport marketing textbooks in sport management programs around the country. In addition, Dr. Hardy also coordinates the sports studies program at the University of New Hampshire. Through the use of e-mail, Dr. Hardy was able to review the questionnaire and make suggestions (S. Hardy, personal communication, October 21, 23, 24, 25, 1996). These sessions resulted in some very constructive input from Dr. Hardy. In particular, Dr. Hardy stressed a few points to keep in mind when constructing a questionnaire:

1. The questionnaire should only contain questions for which the marketer really needs answers.
2. The marketer should have a feel for the kind of answer they expect to get and also know how they will interpret each answer.
3. Simple, objective, pre-coded (excellent, good, fair, poor) questions will provide clearer answers than open-ended questions.

4. The questionnaire should include all questions needed to get the desired information.

5. Similar questions (areas of questioning) should be grouped together on the basis of topic area. Such questions should be in logical sequence and should flow from general overview to specific areas.

In addition, Dr. Hardy mailed a number of sample questionnaires from various other schools and events to the researcher. These questionnaires and Dr. Hardy's suggestions were taken into consideration when constructing the final draft of the questionnaire.

The final and perhaps most important person to review the questionnaire was a representative from the athletic department. Since the department does not currently employ a marketing director, the most logical person to consult was the athletic director. Therefore, the researcher met with Dr. Thomas Brennan, SJSU athletic director, and reviewed the questionnaire (T. Brennan, personal communication, October 28, 1996). Dr. Brennan's main concern regarding the questionnaire was whether or not the fans would fill it out due to the amount of questions. Therefore, the questionnaire was decreased to 20 questions from 25 questions. Other than that, knowing that Matt Levine was involved in the development of the questionnaire, he was confident in its content of questions.

The last step in creating the questionnaire was to develop an idea that would encourage fan participation. When speaking to Mr. Levine, he had mentioned that the

use of an incentive would increase the participation rate. Therefore, the researcher decided to administer the questionnaire in conjunction with another promotion. The promotion was sponsored by the Western Athletic Conference in which one winner would win a free trip to Las Vegas for two to see the inaugural WAC football championship game on December 7, 1996. Therefore, in order to increase participation, each person who filled out the questionnaire was automatically eligible to win the trip. In addition, the first twenty people to fill out the questionnaire received a free gift (duffel bag, T-shirt, seat cushion) from the WAC. With the promotion decided upon, it was now time to implement the survey.

Implementation

After taking all of the input into consideration from the various sources, a final draft was developed and ready for implementation at the home football game on November 2, 1996. This date was chosen for a couple of reasons. First, the team had only two home games remaining on its schedule, November 2, 1996, and November 23, 1996. Of these dates, November 2, 1996 was the most logical due to the fact that it was homecoming and we anticipated our largest attendance of the year. In addition, due to the fact that the game was to be televised live on ABC-TV, we knew this would be our largest attendance of the year, resulting in a larger sample to draw from.

The first step in administering the questionnaire was deciding on how many to print. Therefore, anticipating a crowd of approximately 18,000-20,000 people, it was decided to print 1,000 questionnaires. One of the main reasons for printing this number

was the fact that the questionnaire was not open to children or San Jose State students. With this in mind, it was the department's belief that only approximately 10,000 of this estimation would be adults. In addition to being homecoming, this game was also youth day in which thousands of free coupons for youth had been dispersed throughout the week leading up to the game.

The next step was to administer the questionnaire. Due to the fact that San Jose State students were not being targeted, it was decided to focus on the west section of the stadium since this is where the majority of season and individual walk-up ticket holders sit. Therefore, a table was set up on the west mezzanine level with plenty of pencils and clipboards. In addition, two staff members were present at all times to answer any questions. To help with convenience, four ballot boxes were centrally located at the north entrance, south entrance, and both the upper and lower areas of the west section of the stadium. Also assisting in the efforts were the ushers. On October 31, 1996, at the weekly football game management meeting, the ushers were briefed on the situation and asked to hand out questionnaires at the gates as the fans entered the stadium. In addition, the ushers were also asked to collect questionnaires from fans at their seats. Also helping disperse the questionnaires were the program sellers. Knowing that we sell an average of 300 programs a game, we inserted 300 questionnaires into programs before the game. In addition, other questionnaires were handed out by staff members before the game at various tailgate and parking areas. Finally, to help encourage participation, a number of promotional announcements were read over the loud speakers throughout the game.

These were usually read during TV and team time outs, enabling fans to return the questionnaire during a break in the action.

The next step was collecting the questionnaires. The questionnaires were accepted up until half time. At half time all of the questionnaire boxes were emptied into one box. The researcher then randomly drew one questionnaire from the box. Since the name, address, and phone number were on the bottom of the questionnaire, it was not necessary to draw others in the case that the person had left. Had the winning person not been present, they would have been informed by telephone and then mailed the prize letter. However, as clearly stated on the questionnaire, this information was only used for contest purposes. During the third quarter break, the winning name was read over the loudspeaker and asked to report to the questionnaire table to claim the prize. The winner, an alumnus from Modesto, reported to the table and was awarded the prize and instructions on how to redeem it.

The questionnaires were then taken back to the department where they were later totaled and numbered. The total number of questionnaires returned was 264, resulting in a 26.4% return.

The final step in the process was to analyze the data. This was done by first entering the data on an Excel 5.0 database in which each questionnaire was given an ID number (1 to 264). Each question on the questionnaire then became a variable in which each response was assigned a number. For example, if the question asked for a response of either excellent, good, fair, or poor, each one was assigned a number (e.g., excellent =

1, good = 2, fair = 3, and poor = 4). Once each question had been assigned a number, it was possible to determine frequencies and percentages of each response. In addition, responses could also be compared and evaluated to other responses. For example, the researcher may want to compare responses between season ticket holders and non-season ticket holders. To obtain these frequencies and percentages, the Excel database was run through another program called Statistical Package for the Social Sciences, version 5.0.2. San Jose State marketing professor Joe Giglierano was responsible for running this program and obtaining the data.

Three analyses were conducted. First, responses from all subjects were summarized. Second, responses to all survey items from season ticket holders and non-season ticket holders were compared. In addition, chi-square analyses were conducted on selected items. The items examined were survey questions number 15 (preferred starting game times) and number 27 (annual total household income). Third, responses to all survey items from San Jose State alumni and non-alumni were compared. In addition, chi-square analyses were conducted on selected items. The items examined were survey questions number 1 (1996 home game attendance), number 2 (1995 home game attendance), and number 27 (annual total household income). The significance level used was .01 (alpha (.05) divided by the number of chi-squares conducted (5)). The researcher then used the data from these three analyses to assist in the development of the marketing plan.

1990 Fan Survey

Development and design

A second fan survey was analyzed and used in the implementation of the marketing plan. This survey was developed and implemented back in 1990 but was never analyzed. The researcher will use this data to compare responses with those of current fans in an attempt to determine any similarities and differences between the two groups. The survey consisted of five areas in which the respondent was asked to rate each variable. The rating scale included: very, somewhat, no, and N/A. The five areas related to stadium grounds, stadium attendants, concession stands, bathrooms, and pre-game activities.

Implementation

The survey was administered at a 1990 home football game where random fans were asked to fill out the questionnaire. Only 64 questionnaires were returned, most of which were season ticket holders. Once again, this data was analyzed in the same format as the fan survey, using the Statistical Package for the Social Sciences, version 5.0.2.

Development and Design of Marketing Plan

As previously stated by McDonald (1990), the result of the strategic planning process is the marketing plan, a document that becomes the framework for the marketing process of the sport organization. Furthermore, the sport marketer's research becomes most effective when it is incorporated into a systematic and formal marketing plan. The San Jose State football program can benefit greatly from a marketing plan. In its final

form, the plan will enable the San Jose State sport marketers to establish objectives, priorities, schedules, budgets, strategies, and checkpoints to measure performance. The plan consists of a number of successive steps in outline form (see figure 1):

Figure 1

San Jose State Football Marketing Plan

- I. Background and environmental analysis
 - A. Past and current data
 - B. History of the organization
 - C. External environment
 - D. Internal organization
 - E. Competitors
- II. Consumer analysis
 - A. Current markets
 - B. Target market(s)
- II. Objectives
 - A. Goals
- IV. Marketing strategies
 - D. Product
 - E. Price
 - F. Promotion
 - G. Place

V. Advertising and sales promotion program

A. Theme

B. Promotions

C. Media

1. Radio

2. Television

3. Print

4. Billboard

VI. Marketing budget

VII. Marketing activities timetable

The first stage in the plan was to analyze the background and current environment of San Jose State football. In this stage, all relevant past and current marketing data was analyzed. In addition, the program's previous target markets and philosophies were studied. Furthermore, the external environment was analyzed by reviewing the economic indicators that may have affected the football program. This information was then used to determine market potential and trends in market behavior (Gray, 1991). Also involved in this stage was analyzing the internal organization. This called for the construction of an organizational chart for the program. Finally, the last step in this stage was an analysis of competitors. According to Gray (1991), it is important to understand what the competition is doing even if one believes it is wrong.

The next stage in the marketing plan was the consumer analysis. In this stage, a description of current consumers along with their demographics was constructed. When available, psychographics, such as ticket purchase frequency, team loyalty, and where tickets were purchased, were included. In addition, target markets were also determined. However, before choosing target markets, a consumer profile of possible target market segments was developed. Target markets were selected based on consumers that were most likely to enjoy college football games.

The third stage was to specify objectives. These objectives were set based on the goals of the marketer(s). These objectives were set as specific quantities that were achieved by specific deadlines. Objectives must be stated in measurable terms and as percentage of market share for a particular product or service, penetration of certain market segments, and sales growth for all or selected product lines or tickets (Gray, 1991).

The fourth stage was to determine marketing strategies to achieve the specified objectives. The strategies were built using a mixture of the four P's; product, price, promotion (advertising), and place (distribution). Three steps were used in developing the marketing strategies. The first step was to describe the product (San Jose State football) and the strategy that was used to accomplish the stated objectives as determined in stage three. The second step was to set the prices for the product. In this case, prices related to tickets and the product was San Jose State football. Pricing objectives must match objectives for product lines (Gray, 1991). Once the prices were established, the

pricing objective was described for the product. The third and final step in this stage was to describe the distribution objectives for the product. According to Gray, using new distribution channels may offer opportunities to gain a competitive edge. Examples of possible distribution channels which were considered, included direct mail and telephone sales.

The fifth stage in the plan was to specify the advertising and sales promotion program. The first step in this stage was to develop a slogan or theme for the campaign. The theme is important because it is what sets it apart from other approaches in planning. The next step was to develop sales promotions. Possible promotions included coupons, public relations, festivals and fairs, and specialty advertising. Increasing sales, gaining market share, and accomplishing marketing objectives all require sales promotions (Gray, 1991). The final step was to identify the advertising strategies and media, including the approximate cost and frequency of the advertisement. Media used included print, radio, television, and direct mail.

The sixth stage in the plan was to set the marketing budget. The budget reflected the projected costs of the proposed marketing plan. These costs included personnel salaries, advertising expenditures, promotional expenditures, and any related production costs.

The seventh and final stage in the marketing plan was to set the marketing activities timetable. The timetable includes dates of all promotional events,

advertisements, and home football games. In addition, the timetable lists any important notes that may refer to a specific activity.

Chapter 4

RESULTS

1996 Fan Survey

The layout of the survey is divided into five interrelated sections including questions relating to attendance and tickets, quality of services and experiences of the game, athletic advertising, analysis of local activities, and demographics. The overall results of the survey will be analyzed first by reviewing all five sections. Then a comparison between responses of season ticket holders and non-season ticket holders will be analyzed, reviewing only significant differences in responses. Finally, a comparison between responses of alumni and non-alumni will be analyzed, once again reviewing only significant differences in responses. A response will be noted significant only if it rates below 0.05 on the Pearson Chi-Square table. This rating was calculated with the original data on Statistical Package for the Social Sciences, version 5.0.2.

Overall Results

In reviewing the first section of the survey, the first major conclusion of the data finds that the majority of respondents have attended most of the games in the past two years. According to table 1, 47.8% of fans attended all four games in 1995 and 59% of fans attended the first four games in 1996. When asked where their game ticket came from, a majority 53% of the respondents answered they were season ticket holders, followed by 10.5% using someone else's seats, and 8.1% who purchased their game ticket at Spartan Stadium on game day.

Table 1

Overall Results of Home Football Game Attendance (1995-1996)

1995			1996		
Games	Responses	Percent	Games	Responses	Percent
0	33	13.0%	0	0	0%
1	37	14.6	1	51	19.5
2	8	3.2	2	23	8.8
3	16	6.3	3	33	12.6
4	38	15.0	4	154	59.0
5	121	47.8			

When fans were asked how they knew there was a Spartan game today, the most common response was that they owned a team schedule (53.5%). Table 2 shows the complete list of responses. The data concludes that dispersing schedule cards throughout the city before the season may be the best approach. In addition, producing schedule cards is a lot more cost efficient in comparison to print, television, and radio advertising.

Table 2

Overall Results of Game Day Awareness Sources

<u>Source</u>	<u>Responses</u>	<u>Percent</u>
Team schedule	137	53.5%
Newspaper	56	21.8
Television	35	13.6
Radio	17	6.6
Word of mouth	45	17.5

Note: Percentages reflect possibility of one or more responses.

Another important question in determining where fans are coming from and how to target them in the future is to determine how far from the stadium they live. When asked this question, the average distance was 20 minutes, followed by 15 minutes.

In an attempt to determine who fans bring to the games with them, they were given a number of choices to select. The research concludes that the most common company brought to games are spouses (48.6%). Table 3 shows the complete list of responses.

Table 3

Overall Results of Fans Attending Game With Other Party

<u>Other Party</u>	<u>Responses</u>	<u>Percent</u>
Alone	20	7.7%
With spouse	126	48.6
With 1 female	31	12.0
With more than 1 female	35	13.5
With 1 male	48	18.5
With more than 1 male	54	20.8
With business associate	9	3.5
With own child over 18	18	6.9
With own child under 18	38	14.7
With other relatives	38	14.7
With SJSU student	19	7.3
With SJSU alum	31	12.0

Note: Percentages reflect possibility of one or more responses.

The next section of the survey targeted information in regards to quality of services and experiences at the game. When asked to describe the view of the game, 74% reported an excellent view, 21.7% a good view, 4.3% a fair view, and 0% reported a poor

view. These results are consistent with Spartan Stadium's reputation for being a great venue to view an event.

When rating the clearness of the sound system, 76.6% rated it as clear, 21.1% as fairly clear, and 2.3% as not clear. However, there were a number of comments referring to the fact that the speaker poles block the view of many ticket holders. When asked about the loudness of the speakers, 26.4% rated them as too loud, 62.3% as satisfactory, 7.5% as not loud enough, and 3.8% as other. This report should warrant some concern in reviewing the loudness of the speakers for future games. In terms of music, 22.2% reported it as excellent, 55.2% as good, 18.7% as fair, and 4% as poor.

When asked about security at Spartan games, 3.5% reported it as too much, 92.5% as satisfactory, and 3.9% as not enough. These results reveal that the fans are overwhelmingly satisfied with the security at games.

Regarding concessions at Spartan games, 9.9% reported the food as excellent, 58% as good, 29.2% as fair, and 2.9% as poor. These results reveal that the food is generally viewed as good.

Restrooms are a concern at any venue. When asked to rate the restrooms at Spartan Stadium, 14.8% rated them as excellent, 54.8% as good, 24.4% as fair, and 6% as poor.

The last question in this section asked fans their preferred starting times for football games. It should first be noted that during the 1996 football season, all home games began at 1:30 PM. The results from the survey showed that 9.8% preferred 12:30

PM games, 32.9% preferred 1:30 PM games, 23.1% preferred 3:00 PM games, and 34.1% preferred 6:00 PM games. These results reveal that serious consideration should be taken in moving games to a later time.

The next section of the survey dealt with athletic advertising issues. The first question asked which newspaper fans most regularly read. The largest response was the Mercury News with 81.1% of the fans, followed by the San Francisco Chronicle with 18.9%.

The next question asked the fans to list their favorite radio station. The most popular station among fans was KNBR-680 AM with a 22% response, followed by KGO-810 AM with a 12.1% response. A total of 35 stations had fewer responses.

Television is also an important advertising medium to consider. When asked which TV stations were most regularly watched for news/sports news, the most popular channel was ESPN with 56.4% of the fans responding as viewers, followed by KNTV-11 with 43.2% viewing, and KRON-4 with 40.1% viewing. These percentages reflect the possibility of one more responses to the question.

One of the newest mediums to be used for advertising has been the Internet. When asked if they were regular Internet users, 44.2% reported that they regularly used the Internet. These users were then asked how many times a week they use the Internet. The most common response was 3-5 times a week (33.3%), followed by 11+ times a week (24.5%). These results reveal that the Internet may be an effective approach to advertising.

The final section before the demographics refers to an analysis of local activities.

Fans were asked to report the number of times in the past 12 months they attended or participated in a number of activities. Table 4 shows the results of this section.

Table 4

Overall Percentages of Attendance/Participation of Local Activities

Activity	No. of times attended/participated						
	Never	1-2	3-5	6-10	11-20	21-40	41+
S.F. Giants	56.0%	25.9%	10.3%	5.6%	1.3%	0.9%	0%
Oakland A's	63.2	21.6	9.1	3.9	1.3	0.9	0
G.S. Warriors	68.5	21.5	5.9	3.2	0.5	0	0.5
S.F. 49ers	60.4	27.8	7.5	1.8	2.6	0	0
S.J. Sharks	48.5	28.6	9.7	5.3	2.2	2.6	3.1
Cal Athletics	63.5	32.0	3.2	0.9	0.5	0	0
Stanford Athletics	54.7	34.7	6.2	3.6	0	0.4	0.4
Movies	8.9	16.2	27.5	25.1	12.1	7.7	2.4
Family Shows	41.0	30.7	12.3	4.7	5.2	4.7	1.4
Restaurants	1.6	3.2	8.8	19.7	24.1	25.7	16.9
Fast Food	5.6	6.0	11.1	10.6	22.7	23.1	20.8
Sports Bars	31.9	22.8	19.0	10.3	9.5	4.3	2.2
Health Clubs	48.1	10.1	6.8	7.2	4.2	5.9	17.7

The resulting data from Table 4 shows that 20.8% of Spartan fans eat fast food at least 41 times a year, ranking as the highest participatory activity. On the other hand, the least attended activity are Golden State Warrior basketball games. A majority 68.5% reported that they never attend a Warrior basketball game. Looking at these two figures, we can conclude that advertising at fast food restaurants may be a good approach and that the Golden State Warriors are not a major competitor of ours.

The last section of the survey consisted of demographic data. The first question referred to affiliation with San Jose State. When asked if they were affiliated, 44.1% of the fans reported no affiliation with the university. However, 49% claimed they were San Jose State alumni, and 6.9% claimed to be San Jose State faculty or staff members. The data shows that alumni are more likely to attend games than non-alumni.

The next question referred to residence. When asked about their residence situation, 74% of fans reported they own their residence, 21.7% reported they rent their residence, and 4.3% reported as other. As the data shows, homeowners are more likely to buy season tickets.

As mentioned earlier in the chapter, the location of where ticket holders are coming is important information as well. When asked what county of residence our fans lived in, the majority response was Santa Clara with 66.3%, followed by Alameda county with 7%.

Another important target market to consider is age. According to the results of the survey, 2.3% of respondents reported to be between the ages of 18 and 24, 12.7%

between the ages 25 and 34, 44.4% between the ages of 35 and 49, and 40.2% over the age of 50. This data tells us that the majority of our fans are over 35 years of age.

According to Hofacre and Burman (1992), as we move closer to the year 2010, we will be entering an era when one in every three Americans is older than 50. This fact proves how important this market segment is to sport marketers.

The next question asked on the survey referred to gender. The results revealed that 72.5% of the fans were male, leaving the other 27.5% as females.

Education level can also tell a lot about a consumer. According to the data, when asked to report the highest level of education completed, 0.8% of respondents reported some high school, 6.2% reported high school graduate, 1.6% reported trade school, 21.4% reported some college, 47.9% reported college graduate, and 22.2% reported graduate school. The data concludes that the majority of fans are college graduates. This information is consistent with the fact that a large portion of them are also San Jose State alumni. However, alumni or not, it also reveals that those individuals with higher incomes are more likely to use their disposable income on luxury items such as sporting events.

The final question on the survey referred to income. When asked to report their total annual household income, 5% reported earnings of less than \$25,000, 11.7% reported earnings between \$25,000 and \$34,999, 18% reported earnings between \$35,000 and \$49,000, 29.3% reported earnings between \$50,000 and \$74,999, 14.2% reported

earnings between \$75,000 and \$99,000, and 22.2% reported earnings over \$100,000.

Therefore, it can be concluded that the majority of fans earn at least \$50,000 annually.

Season Ticket Holders vs. Non-Season Ticket Holders

The first major difference in responses between season ticket holders and non-season ticket holders related to home attendance. While 84.6% of season ticket holders reported they attended all four games in 1996, only 36.8% of non-season ticket holders reported they attended all four games. In addition, 34.6% of non-season ticket holders reported that the game they had completed this questionnaire at was the first game they had attended all year. The data for 1995 attendance is almost identical. The data reveals that 71.3% of season ticket holders reported to have attended all five games in 1995. On the other hand, only 27% of non-season ticket holders attended all five games in 1995. Furthermore, another 27% of non-season ticket holders reported they attended only one game in 1995 and 21.4% reported they did not attend any games in 1995.

The next difference related to how the respondents knew there was a football game on this day. While 29.3% of non-season ticket holders reported that they had been informed of the game through word of mouth, only 4.9% of season ticket holders reported that they had been informed through word of mouth.

In comparing responses related to the view of the game, another difference in opinion was found. While 85% of season ticket holders reported the view as excellent, only 63.8% of non-season ticket holders reported their view as excellent. In addition, 29.2% of non-season ticket holders reported the view as good compared to 14.2% of

season ticket holders. This data concludes that non-season ticket holders were less satisfied with the view than season ticket holders.

The first chi-square analysis to be conducted related to starting times for home games. As table 5 shows, the most popular choice in game times for non-season ticket holders was 1:30 PM (33.6%), while the most popular choice for season ticket holders was 6:00 PM (46.2%). In addition, the chi-square analysis (.00007) reveals there is a significant relationship between the two groups.

Table 5

Preferred Game Times of Season Ticket Holders and Non-Season Ticket Holders

<u>Non-season ticket holders</u>			<u>Season ticket holders</u>		
<u>Time (PM)</u>	<u>Responses</u>	<u>Percent</u>	<u>Time (PM)</u>	<u>Responses</u>	<u>Percent</u>
12:30	20	15.3%	12:30	4	3.4%
1:30	44	33.6	1:30	38	31.9
3:00	37	28.2	3:00	22	18.5
6:00	30	22.9	6:00	55	46.2

χ^2 [df = 3] = 21.75, p = .00007

Another difference in the survey arose in the demographics section. The first difference related to San Jose State affiliation. While a majority 59.8% of non-season ticket holders claimed no affiliation with San Jose State, a majority 65.8% of season ticket holders claimed to be San Jose State alumni.

The next difference in demographics related to age. While the majority (53%) of non-season ticket holders are between the ages of 35 and 49, the majority (61.2%) of season ticket holders are over the age of 50.

The final question and chi-square analysis in the comparison of these two groups related to income. When asked to report their total annual household income, the most common response (25.6%) for non-season ticket holders was between \$35,000 and \$49,999. For season ticket holders, the most common response (37%) was between \$75,000 and \$99,999. In addition, the chi-square analysis (.00016) reveals there is a significant relationship between the two groups. Table 6 shows a complete list of responses.

Table 6

Comparison of Income Between Season Ticket Holders and Non-Season Ticket Holders

<u>Income</u>	<u>Non-season ticket holders</u>		<u>Season ticket holders</u>	
	<u>Responses</u>	<u>Percent</u>	<u>Responses</u>	<u>Percent</u>
less than \$25,000	8	6.4%	3	2.8%
\$25,000 - \$34,999	20	16.0	7	6.5
\$35,000 - \$49,000	32	25.6	10	9.3
\$50,000 - \$74,999	29	23.2	40	37.0
\$75,000 - \$99,000	18	14.4	16	14.8
\$100,000 +	18	14.4	32	29.6

χ^2 [df = 5] = 24.74, p = .00016

These results support previous data that season ticket holders have more disposable income to spend on luxury items such as season tickets to a sporting event.

Conclusions

In reviewing the data from the two groups, a number of conclusions surface. Through the results of the data, a number of things can be concluded about season ticket holders, including:

1. They attend more games than non-season ticket holders.
2. They attend with their spouses more so than non-season ticket holders.
3. They prefer later games.
4. The majority are alumni.
5. They are older than non-season ticket holders.
6. They earn more money than non-season ticket holders.

These conclusions can be helpful in identifying key strategies to directly market to this segment.

Alumni vs. Non-Alumni

As was the case between season ticket holders and non-season ticket holders, there was also a difference in attendance between alumni and non-alumni. While the majority of both parties reported to attend all four home games in 1996, there was a larger amount of alumni who attended than non-alumni (see table 7).

Table 7

Comparison of Alumni and Non-Alumni 1996 Home Football Game Attendance

Alumni			Non-Alumni		
Games	Responses	Percent	Games	Responses	Percent
1	15	11.9%	1	33	28.7%
2	3	2.4	2	20	17.4
3	20	15.9	3	9	7.8
4	88	69.8	4	53	46.1

χ^2 [df = 3] = 31.74, p < .00001

The data reveals that while 69.8% of alumni reported to have attended to all four games, only 46.1% of non-alumni reported to attending to all four games. It is also important to note that the next most common response for non-alumni was one game with 28.7%. In addition to these figures, the chi-square analysis (.00000) reveals there is a significant relationship between the two groups. This information tells us that the local alumni is an important market to target regarding ticket sales. The data for the 1996 season is very similar to 1995 (see table 8), proving that attendance from alumni is larger than non-alumni.

Table 8

Comparison of Alumni and Non-Alumni 1995 Home Football Game Attendance

Alumni			Non-Alumni		
Games	Responses	Percent	Games	Responses	Percent
0	8	6.5%	0	22	19.8%
1	11	8.9	1	24	21.6
2	1	0.8	2	7	6.3
3	6	4.9	3	8	7.2
4	27	22.0	4	11	9.9
5	70	56.9	5	39	35.1

χ^2 [df = 5] = 31.17, p = .00001

While 56.9% of alumni attended all five games in 1995, only 35.1% of non-alumni attended all five games. In addition, 21.6% of non-alumni attended only one game, followed by 19.8% who did not attend any games. In addition, the chi-square analysis (.00001) reveals there is a significant relationship between the two groups. The preceding data concludes that the alumni population accounts for the largest stadium attendance population.

The next question which resulted in a difference in responses may explain why alumni attend more games than non-alumni. The question asked whether or not they were season ticket holders. While 61.1% of alumni reported they were season ticket holders, only 35.4% of non-alumni reported they were season ticket holders.

The next major difference between the two groups relates to how they knew there was a game on this day. While 24.8% of non-alumni reported that they had heard of the game through word of mouth, only 10.3% of alumni reported that they had heard through word of mouth.

Another interesting difference between the two groups related to who they attended the game with. When asked who they attended with, 14% of non-alumni answered they attended with one or more male friends compared to 28.6% of alumni who attended with one or male friends. This tells us that alumni are more likely to come in groups than non-alumni. Furthermore, when asked if they were attending with San Jose State alumni, only 7% of non-alumni reported that they were attending with an alum, while 16.7% of alumni reported that they were attending with other alumni. Therefore, not only do alumni attend games in groups but they attend with other alumni as well.

Similar to season ticket holders and non-season ticket holders, alumni and non-alumni differ in their opinion regarding the view of the game. While 82% of alumni reported the view as excellent, only 66.4% of non-alumni reported the view as excellent.

Another similarity to season ticket holders and non-season ticket holders is age. When asked to report their age, the most common response (52.6%) for non-alumni was between the ages of 35 and 49, the same answer for non-season ticket holders. The most common response for alumni (49.6%) was over the age of 50, identical to the response of season ticket holders. This data serves as further proof that alumni and season ticket holders are one in the same group.

While the data shows that the majority of fans who attend Spartan games are males, it is interesting to note the difference in responses between alumni and non-alumni. Of the non-alumni who filled out this survey, 33.3% were women while 66.7% were men. In comparison, of the alumni who filled out this survey, 21.6% were women while 78.4% were men. While the majority in both groups are males, it is interesting to point out that the responses of non-alumni are more balanced. By looking at previous data, this points to the conclusion that while non-alumni are more likely to attend with women, alumni are more likely to attend with other male alumni.

Another difference between these two groups is education. When asked to report their highest completed level of education, the most common response (37.8%) for non-alumni was some college. The most common response (65.6%) for alumni was college graduate. This data may help explain the difference in responses with the final question relating to income.

When asked to report their annual total household income, the most common response (26.7%) of non-alumni was between \$35,000 and \$49,999, while the most common response (32.8%) for alumni was between \$50,000 and \$74,999. In addition, the chi-square analysis (.00641) reveals there is a significant relationship between the two groups (see table 9).

Table 9

Comparison of Income Between Alumni and Non-Alumni

Income	Alumni		Non-Alumni	
	Responses	Percent	Responses	Percent
less than \$25,000	5	4.3%	6	5.7%
\$25,000 - \$34,999	14	12.1	13	12.4
\$35,000 - \$49,000	11	9.5	28	26.7
\$50,000 - \$74,999	38	32.8	26	24.8
\$75,000 - \$99,000	15	12.9	17	16.2
\$100,000 +	33	28.4	15	14.3

 χ^2 [df = 5] = 16.16, p = .00641
Conclusions

In reviewing the data from comparing responses between alumni and non-alumni, a number of similar conclusions with the comparison of season ticket holders and non-season ticket holders arise. These similarities and other conclusions include:

1. Alumni attend more games than non-alumni.
2. Alumni attend in groups.
3. Alumni attend with other alumni.
4. Alumni are older than non-alumni.
5. Alumni earn more money than non-alumni.
6. Alumni who attend are predominantly male.

7. Alumni are more educated than non-alumni.

The fact that many of the same similarities between season ticket holders and alumni arise is due to the fact that alumni make up a majority of the season ticket holders.

1990 Fan Survey

The layout of the survey is divided into five questions related to topics that include stadium grounds, attendants, concession stands, restrooms, and pre-game activities. Each question was analyzed separately using Statistical Package for the Social Sciences, version 5.0.2.

Overall Results

The first question on the survey referred to the stadium grounds. When asked how well kept the stadium grounds were, 56% of respondents reported them as very well kept, followed by 39% as somewhat well kept, and 5% as not well kept. This data reveals that the stadium grounds were viewed as a positive experience of Spartan Stadium in 1990.

The second question on the survey referred to the stadium attendants. When asked if the attendants were pleasant and helpful, 47% said they were very pleasant and helpful, followed by 39% who said they were somewhat pleasant and helpful, and 13% who said they were not pleasant and helpful.

The third question referred to the stadium's concessions. When asked if the concession stands provided good service, 35% reported very good service, followed by

45% as somewhat good service, and 18% as not good service. These results conclude that concessions have room for improvement.

The fourth question on the survey referred to restrooms. When asked to rate restrooms at Spartan Stadium, 42% of respondents rated them as somewhat maintained, 39% as very well maintained, 16% as not well maintained, and 3% responded as not applicable.

The fifth and final question on the survey referred to the pre-game activities. When asked if the pre-game activities were enjoyable, 57% reported them as very enjoyable, 35% as somewhat enjoyable, 5% as not enjoyable, and 3% responded as not applicable. This data concludes that in general, the 1990 fans were pleased with pre-game activities.

Conclusions

The results of the 1990 survey conclude the following:

1. Stadium grounds were considered very well kept.
2. Attendants were very pleasant and helpful.
3. Concession stands provided somewhat good service.
4. Restrooms were somewhat well maintained.
5. Pre-game activities were very enjoyable.

San Jose State Football Marketing Plan

I. Background and Environmental Analysis

The background and environmental analysis section of the marketing plan is divided into five parts. These parts include past and current data, history of the organization, external environment, internal organization, and competitors.

A. Past and Current Data

In past years, the football marketing campaign has been created and implemented by CarterWaxman, a local advertising and public relations firm. Their marketing goals have included conducting an aggressive marketing campaign to San Jose State alumni, marketing to the south bay business community, developing and executing an aggressive advertising campaign, obtaining media partnerships, developing a publicity campaign, and creating a promotional program.

In 1996, the athletic department hired a marketing director in an attempt to bring the marketing campaign in house so that it would be more manageable and that the department could have more influence on decisions. A marketing plan was then constructed in house for the first time in years. This plan was then to be implemented by the marketing director and his staff. However, before the marketing campaign was to begin, the marketing director left the athletic department due to professional differences with other athletic administrators. The marketing plan was then monitored and controlled by the athletic director with the assistance of student assistants. While no full-time

employee was given the responsibility of monitoring the plan, its lack of effectiveness showed throughout the course of the campaign.

The current marketing campaign stands in the same place as it did a year ago with no direct attention or supervision, other than the athletic director. To date, no marketing director has been hired to implement the 1997 campaign. Furthermore, the 1997 marketing plan is being developed by a graduate assistant in the athletic department.

A few sources of data should be reviewed that in the past have affected the marketing campaign. The first deals with budgetary expenditures. Currently, San Jose State's athletic department operates on a 7.7 million dollar budget, second lowest in the Western Athletic Conference. To get a better understanding of how San Jose State compares in terms of budgetary expenses in relation to the rest of the WAC institutions, the University of Texas-El Paso operates with the lowest budget at 7 million dollars, while Fresno State University operates with the largest budget at 13.7 million dollars. The following revenue sources make up the 7.7 million dollar budget: student support = \$700,000, contributions = \$1,400,000, athletics income = \$2,100,000, university contribution = \$3,500,000. Of this 7.7 million dollar budget, \$304,650 was allocated to the marketing department in the 1996/97 fiscal year. This amounts to approximately 4% of the total budget. Omitting salaries, some of the relevant expenses for this year included \$2,000 for supplies and services, \$35,000 for TV production, \$11,000 for radio production, \$65,000 for the corporate sponsorship program, \$68,500 for marketing activities, and \$106,000 for printing costs. An effort was made by the researcher to

obtain similar data from other Western Athletic Conference schools in an attempt to make a comparison of marketing expenditures. The institutions that were contacted however, would not release such information. One conclusion that was discovered however, related to marketing department staff size. The results revealed that the current marketing department at San Jose State is quite undersized. The average marketing department among WAC institutions had 1 marketing director, 2 full time assistants, and 3-4 student interns. The San Jose State marketing department currently has no marketing director, 1 full time assistant, and 2 student interns.

The next source of data relates to ticket sales. The following data is a percentage breakdown of Bay Area BASS ticket outlet sales in which 1996 San Jose State football tickets were purchased. The majority of tickets were purchased in the south bay, with 40.4% of all tickets being purchased at BASS outlets in this area. The next most popular area was the mid-peninsula with 12.9% of the tickets sold in this area, followed by Contra Costa with 10.2%. This information can be helpful because it can determine where tickets are selling best and therefore narrows marketing efforts to specific geographic locations.

Other important data that is critical to the marketing efforts is past home game attendance. Before reporting any data however, it should be noted that Spartan Stadium, home of the San Jose State football team, has a seating capacity of 31,000 people. Table 10 shows a complete analysis of home football attendance.

Table 10

1996 Home Football Ticket Attendance

Game	Season	<u>Types of Ticket Distribution</u>			Total
		Individual	SJSU Students	Discount	
Univ. of California	2,418	5,320	4,133	191	12,162
Univ. of Texas-El Paso	2,123	994	2,827	527	6,571
Univ. of Wyoming	2,123	1,355	2,627	527	6,732
San Diego State Univ.	2,123	1,838	1,958	527	6,546
Univ. Nevada, Las Vegas	2,123	360	585	527	3,695

In reviewing table 10, season refers to season ticket holders, individual refers to those people who purchase tickets for one game only, and discount refers to faculty/staff members, seniors, juniors, and 2-for-1 coupon holders. It should also be noted that the SJSU student body is allotted 5,000 free student tickets for each game.

This information is helpful because it tells the marketer who is buying tickets and what kind of tickets they are buying. The marketer can then use this information in determining which segments to target in future seasons. Through reviewing this data, it is evident that attendance decreased each game. Much of this may be due to the fact that the team was losing most of its games. It should also be pointed out that as little as 585 student tickets were used out of the 5,000 allotment for the UNLV game, thus causing concern with regard to student attendance.

B. History of the Organization

Throughout its 101 year history, the San Jose State football program has experienced many successes. As early as 1992, the Spartans finished with a winning record of 7-4. Furthermore, in 1990, the Spartans completed a 9-2-1 season by defeating Central Michigan 48-24 in the California Raisin Bowl, finishing the season ranked #24 in the nation by the Associated Press.

In more recent years, the Spartans have experienced success off the field as well. In July of 1996, San Jose State was accepted into the newly reformed Western Athletic Conference (WAC). The new conference consists of 16 universities, making it the largest NCAA Division 1-A conference. In addition to its size, other benefits of joining the WAC include increased revenues and media exposure. Over 50 million people reside in the WAC markets and approximately 20 percent of the nation's TV households are located in these areas (Willis, 1996). Furthermore, according to Willis, the 34 major newspapers in WAC markets have a total circulation exceeding 8.7 million. In addition, according to Willis, thirteen WAC schools are located in the nation's Top-100 major markets, including San Jose which is number four. In terms of increased revenues, there are two opportunities for post season bowl appearances. These bowls include the Plymouth Holiday Bowl where the projected team payout is \$1.35 million per institution, and the Cotton Bowl Classic where the projected team payout is \$2 million per institution (Willis, 1996).

The most recent development in the San Jose State football program has been the recent hiring of a new head football coach. On December 6, 1996, Dave Baldwin replaced John Ralston as the new head football coach. Coach Baldwin brings with him a west coast style offense that emphasizes the passing game. This exciting style of play is quite popular in the Western Athletic Conference and is known for putting many points on the scoreboard.

In past marketing campaigns, many markets have been targeted. Some of these have included youth, families, senior citizens, alumni, SJSU students, the local business community, and SJSU faculty/staff. However, in more recent years, the markets that have been emphasized more frequently have been youth, SJSU faculty/staff, and the local business community.

The Department of Intercollegiate Athletics has a number of philosophies that should be kept in mind when marketing the football program. These philosophies include:

1. To maintain NCAA Division I-A status.
2. To achieve financial stability.
3. To promote the integrity of the academic milieu and the academic progress (graduation) of student-athletes.
4. To promote the health and welfare of student-athletes.
5. To maintain institutional control of the intercollegiate athletics program.

6. To be recognized as a leader in the area of compliance with the letter as well as the spirit of Affirmative Action, Title IX and other appropriate guidelines.
7. To broaden identification with and support of the intercollegiate athletics program (campus and community constituencies).
8. To promote the image and enhance the visibility of San Jose State University.
9. To promote the entertainment value of intercollegiate athletics.

C. External Environment

One current economic indicator that may affect the sale of tickets to San Jose State football games is the recent increase in interest rates. On March 25, 1997, interest rates rose $\frac{1}{4}$ point. This marks the first increase since 1995. In addition, another increase is predicted by the end of summer. This may affect the sale of football tickets in that consumers may be more cautious when spending their disposable income, knowing that they will be paying increased amounts of interest on the likes of car loans, home mortgages, credit card balances, etc.

An existing problem that the football program has had to deal with for some time now revolves around the social structure and composition of the university. San Jose State University is a commuter, inner-city campus with an enrollment of approximately 25,000 students in which fewer than 1,500 students live in university dormitories (San Jose State University Housing Services, personal communication, March 31, 1997). With such a large student body, it is surprising to find that on average, fewer than 2,000 students attend each home football game. One possible reason that may explain this

phenomenon revolves around the fact that San Jose State is known as a commuter school. The reality is that the majority of students at San Jose State live off campus, usually in areas outside of downtown San Jose. Therefore, this means these students must drive to school from these surrounding areas. Furthermore, the majority of these students who drive to school come straight back home or to work after their classes are over, never really feeling the complete college experience of living around a campus community. These students therefore feel no ties to the university or its athletic programs for that matter. This end result may be a partial explanation to why student attendance is not larger.

Another social factor that may explain the small student attendance figure may be due to the ethnic composition of the enrollment at San Jose State. According to Jack Williams, Director of Institutional Research at San Jose State (personal communication, March 31, 1997), the current ethnic composition of the student body is 64.3% minority compared to 35.7% white. Furthermore, of this minority figure, the largest minority group are Asians, comprising 27% of the student population. The fact that the majority of ethnic students at San Jose State are Asians, may explain this fact. Statistics have shown that Asians are not large attendees of sporting events. Many Asians tend to spend their free time on other activities, such as computer programming, playing video games, or going to the mall. Therefore, due to the conflict of interest on their part, many Asians may decide not to attend Spartan football games.

Another social factor that affects the attendance of San Jose State football games deals with the composition of the city and its surrounding area. The city of San Jose has a population of about 900,000 people. In addition, the greater Bay Area has approximately six million residents. With such large numbers, it is a wonder why more people don't attend San Jose State football games. The answer may revolve around the reason why so many people reside in the greater Bay Area. Perhaps why so many people choose San Jose and the Bay Area as home is due to the fact that it has so much to offer. For example, where else can you live that offers such wonderful weather year-round. In addition to weather, the Bay Area is within driving distance to both the ocean and mountains. The activities that can be enjoyed at these destinations include boating, swimming, fishing, skiing, and hiking to name a few. With so many activities to participate in year-round, it is no surprise that many greater Bay Area citizens opt to spend their Saturdays in destinations other than Spartan Stadium.

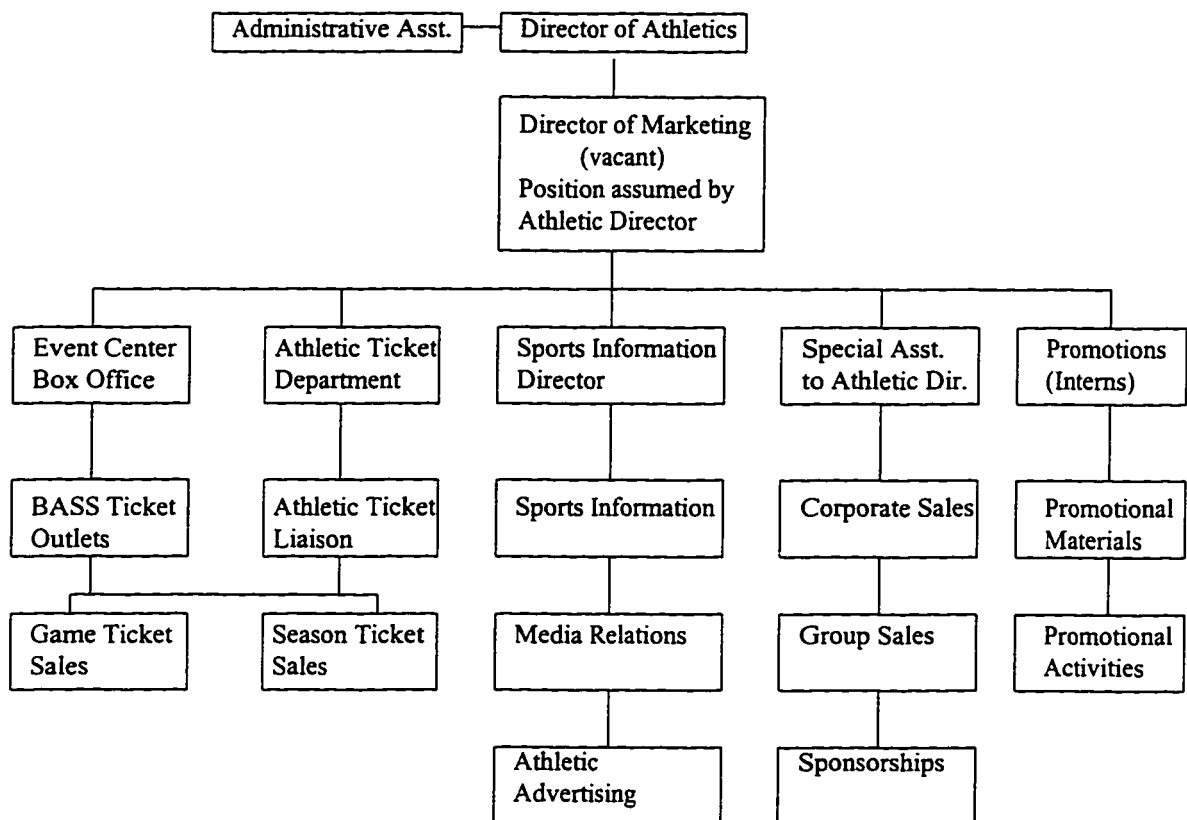
D. Internal Organization

The internal organization of the athletic department consists of many individuals who ultimately have a hand in the marketing efforts of the football program. The current organization however, is quite inefficient, mainly due to the fact that there is no full-time marketing director on staff. The athletic director is currently overseeing the marketing efforts which results in many aspects of the marketing arm to be overlooked. This is due to the fact that he must handle his responsibilities as athletic director while overseeing the marketing department, never having enough time to concentrate on either responsibility.

Many elements needed for an effective marketing department are void in the current organizational chart (see figure 2). For example, there are no research, merchandising, or public relations departments. In addition, the advertising department has been prioritized to the bottom of the sports information department while the promotions department is currently run by student interns who have no direct supervision to rely on.

Figure 2

San Jose State Sport Marketing Organizational Chart



The ticket operation however, is the biggest problem in the organizational chart. While the Event Center Box office has sold San Jose State football tickets for the past few years, the position of ticket sales manager has changed hands three times in the past two years, which has resulted in no stability and many angry customers. In addition, the relationship with the Event Center Box Office and athletic department has been shaky due to differences on how the ticket operation should be run and what the athletic department expects in return as being a client of the Event Center Box Office. Basically, the athletic department believes it is not receiving the kind of treatment one would expect from being a client. Therefore, there have been talks that the ticket operation will move from the Event Center Box Office back into the athletic department, making the relationship with the consumer more personal and manageable for the athletic department.

E. Competitors

San Jose State football's major competitors are Stanford football and University of California, Berkeley football. Due to the fact that all three teams are located within a 60 mile radius and compete during the same season, the competition for fans is fierce. In addition, both Stanford and California are members of the Pac-10 conference, known for producing quality football programs. Individual ticket prices for California football games are \$22.00, while season ticket prices are \$139.00. For young alumni who have graduated within the past 10 years, season tickets are \$134.00. There are no other discounts for older alumni. Individual ticket prices for Stanford football games are

\$25.00, while season ticket prices range from \$125.00 to \$175.00. There are no discounts offered to alumni.

In addition to college football, there are 26 high schools in San Jose that play some of their games on Saturday afternoons. While the attendance at these games is minimal in comparison to San Jose State games, the attendance of a combination of these games add up. This fact should be taken into consideration when developing marketing strategies. Other than football, there are a number of other competitors that need to be evaluated as well. Figure 3 shows a complete list of these competitors.

Figure 3

Competition Analysis

<u>Team/Event</u>	<u>San Jose State Football Home Games</u>				
	<u>9/13/97</u>	<u>10/11/97</u>	<u>10/25/97</u>	<u>11/1/97</u>	<u>11/15/97</u>
Univ. of California football	-	Washington	-	Oregon St.	-
Univ. of California basketball	Season begins in Nov. (1997-98 schedule unavailable)				
Stanford University football	-	-	-	UCLA	-
Stanford University volleyball	Season begins in Sept. (1997-98 schedule unavailable)				
Stanford University basketball	Season begins in Nov. (1997-98 schedule unavailable)				
San Francisco Giants	no conflicting games				
Oakland Athletics	Detroit Tigers	-	-	-	-
San Jose Giants	no conflicting games				
San Jose Sharks	Season begins in Sept. (1997-98 schedule unavailable)				
San Jose Lasers	Season begins in Oct. (1997-98 schedule unavailable)				
Golden State Warriors	Season begins in Nov. (1997-98 schedule unavailable)				
San Jose Arena Events	1997 September - November events unavailable				
Shoreline Amphitheater	1997 September - November events unavailable				
San Jose City Events	San Jose Doll Show/ Mid-Autumn Festival/Aki Matsuri	-	-	-	-

Reviewing figure 3, it appears as though September 13, 1997 may be the busiest day for the competition. There are four events occurring this day which may affect the attendance at the San Jose State football game. Special consideration should be given on this date in terms of promotions. Possible promotions could include 2 for 1 discounts, youth under 12 admitted free, or a giveaway at the game.

II. Consumer Analysis

The consumer analysis section of the marketing plan consists of two parts. These parts are current markets and target market(s).

A. Current Markets

According to the previously reported research, the largest consumer group that San Jose State football serves is San Jose State alumni. A reported 65.8% of those surveyed reported to be SJSU alumni. Other consumer groups that are served but not in large quantities include SJSU students, SJSU faculty/staff, seniors, and youth. Due to the fact that the largest response from the survey was those of alumni and that other groups such as youth and SJSU students were not targeted in the survey, the only demographic data reported will be that of San Jose State alumni.

The demographic data available on SJSU alumni includes residence situation, county of residence, age, gender, education level, and annual total household income. In terms of residence situation, the majority of alumni (78.9%) reported that they owned their residence. For county of residence, the majority (66.3%) claimed residence in Santa Clara County. In reference to age, the most common response (49.6%) was over the age

of 50. When asked to report their gender, the majority (78.4%) were male. When reporting their highest completed education level, the majority (65.6%) reported they were college graduates. Finally, when asked to report their annual total household income, the most common response (32.8%) was between \$50,000 and \$74,999.

B. Target Market(s)

The market segments that are most likely to attend San Jose State football games include SJSU alumni, SJSU students, SJSU faculty/staff, seniors, and youth. However, since the only significant and reliable data exists solely on San Jose State Alumni, a market segmentation approach will be used in that the marketing plan will be designed to appeal to one well-defined market segment or group of consumers (Gray, 1991).

The market segment that will be targeted will be SJSU local alumni. The fact that the research reveals alumni are San Jose State football's largest consumer market, with the largest response (49%) of survey respondents claiming to be SJSU alumni, shows promising signs of increasing the size of this segment. In addition, there is other positive data that relates to age. When asked to report their age, 49.6% of alumni claimed they were over the age of 50, supporting previous studies that point to the 50 and older age group as one of the biggest markets for sporting event attendance. Therefore, a special emphasis will be placed on those alumni over the age of 50 years. According to Hofacre and Burman (1992), as we move closer to the year 2010, we will be entering an era when one in every three Americans is older than 50. In addition, the authors state that this generation will be entering retirement with more money than any retirement age group

before it and may be willing to spend money on sports. To solidify this statement, when asked to report their annual total household income, 32.8% of alumni reported they earn between \$50,000 and \$74,999, the fourth highest income bracket on the survey, second only to \$100,000 and above. This data proves that alumni do have more money than other fans, and are willing to spend it on sports.

While the alumni population is obviously a prime segment to target, it is currently vastly under represented. To gain an understanding of this, in 1996 there were 2,418 season tickets sold. Among respondents, 65.8% of season ticket holders are alumni. Assuming our sample is representative, then 65.8% of 2,418 season ticket holders implies that roughly 1,600 alumni are season ticket holders. When compared to how many alumni reside in the Bay Area, this figure is very small. According to the San Jose State Alumni Association (personal communication, March 26, 1997), there are currently approximately 75,000 San Jose State alumni located here in the greater Bay Area. Of those 75,000 alumni, 50,000 reside in Santa Clara County. Therefore, only 1,600 of 50,000 local alumni own season tickets. To break it down to a percentage, only 3% of the local alumni own San Jose State football season tickets.

III. Objectives

In this section of the marketing plan, clear and precise objectives will be set that will help the football program achieve its goals. These objectives will include specific figures, quantities, and deadlines when necessary.

A. Goals

The following goals have been established:

1. Increase number of local alumni season ticket holders from 1,600 to 2,500 by the year 2000, thus increasing the percentage of local alumni who own season tickets from 3 to 5%.
2. Increase awareness of the football program to the local alumni community.
3. Develop sense of loyalty with local alumni and football program through increased publicity of players and coaches.
4. Attract fans from local competitors.
5. Establish competitive pricing in comparison to local competition.

IV. Marketing Strategies

In this section, marketing strategies will be determined. Using a mixture of the “four P’s,” product, price, promotion (advertising), and place (distribution), a plan will be developed to achieve the previously stated objectives.

A. Product

The product that is being marketed is season tickets. Furthermore, the sale of season tickets is being targeted to local alumni. The plan to reach this target will first include competitive pricing in comparison to our competitors. In addition, we will offer a special discount to our local alumni in an attempt to persuade them to purchase season tickets. Along with the discount, alumni will receive additional benefits by purchasing season tickets. These benefits will include discounted parking passes, access to a special

hospitality area reserved solely for alumni, the opportunity to join booster clubs such as the Spartan Foundation and the Quarterback Club, invitations to smaller special events, and discounted tickets for other San Jose State athletic events.

B. Price

The price for reserved season tickets will be \$85.00 for all five home games. However, we will offer local alumni season tickets for \$70.00, a fifteen dollar savings off the regular price. In addition, this price will include admission to the home opener, the third annual Silicon Valley Kickoff Classic in which San Jose State will host the University of Wisconsin. The individual ticket price for this game is normally \$25.00. While the University of California, Berkeley is charging \$134.00 for season tickets to their alumni, and Stanford is charging anywhere from \$125.00 to \$175.00 for their season tickets, this price is quite competitive. In addition, our single game ticket price will be \$15.00 for reserved tickets compared to \$22.00 for Cal and \$25.00 for Stanford.

C. Promotion

The sale of season tickets will be promoted to alumni with the idea that by purchasing season tickets, alumni will feel a sense of loyalty and pride with the football program. Purchasing season tickets to football will serve as a source of support to the university in which they once attended. The sale of season tickets will be promoted with this theme in mind. Another promotional theme that will be used will revolve around the new head coach and the feeling that we are beginning a new era in Spartan football. The distribution channels used to promote these ideas will include direct mail, the Internet,

information booths at local events, fairs, etc., and advertising through radio, print, billboard, and television.

D. Place

The place refers to the location of where football games will take place. Part of attracting alumni to purchase season tickets will be to convince them that Spartan Stadium is an adequate and safe environment to view a football game. Based on the fan surveys conducted, current alumni season ticket holders are pleased with the overall view of the game with the majority (82%) reporting the view as excellent. In addition, the sound system, security, concessions, and restrooms all rated as good or excellent as well. This will be important information to promote when targeting new alumni to purchase season tickets.

V. Advertising and Sales Promotion Program

In this section, the advertising and sales program will be specified. The components that will be included are the theme, promotions, media, marketing budget, and marketing activities timetable.

A. Theme

The theme for the 1997 season will be “New Coach . . . New Conference . . . New Look.” The idea here is to convince alumni that there is a new dedication to reviving Spartan football as a winning program. With a new head coach will come new philosophies, new discipline, new players, and a new style of play. Although we will be entering our second year of play in the Western Athletic Conference, it is still considered

a new experience. This conference brings exciting new teams to Spartan Stadium that will be playing at Spartan Stadium for the first time in their histories. This combination of a new head coach and new conference will result in a new look for Spartan football.

B. Promotions

To promote the sale of season tickets to our local alumni, a number of promotional efforts will be used. The first will include a direct mail piece to all local alumni in the Bay Area who are over the age of 50 years. According to San Jose State Advancement Services (personal communication, April 3, 1997), there are 6,522 alumni in the Bay Area who are over the age of 50 and 3,756 alumni in Santa Clara County who are over the age of 50. However, these numbers are only representative of those alumni who have stayed in contact with the university and have supplied a current address. These figures were obtained by narrowing the selection of alumni from 1966 and below. While the research shows that the majority (68.3%) of current alumni season ticket holders live in Santa Clara County, we will use the larger figure covering the complete Bay Area because the county figure is so small. The direct mail piece will include season ticket prices, a 1997 schedule, a list of quick facts about the football team, a profile on the new head coach, benefits of purchasing season tickets, a list of season sponsors, and a phone number to call to purchase season tickets. In addition, the piece will include appropriate art work in which the department will provide to minimize costs. The piece will also place heavy emphasis on the first game of the season, the third annual Silicon Valley Kickoff Classic in which San Jose State will host the University of Wisconsin.

The piece will be two-sided (one side coated), printed on 8lb. card stock paper, consist of two colors, and measure 4 inches by 6 inches. According to Erich Printing in San Jose, CA (personal communication, March 28, 1997), the approximate cost of printing the piece, including production, will be \$300. The piece will then be mailed through a local mailing house in which we will supply the database of alumni addresses. In addition, the piece will be mailed bulk rate to minimize costs. According to San Jose Mailing in San Jose, CA (personal communication, April 3, 1997), at \$0.12 per piece, the approximate cost to mail the entire 6,522 pieces will be \$780.

The next promotion to be used will be the Internet. The research from the 1996 fan survey shows that 42.5% of alumni regularly use the Internet. Furthermore, when asked to report how many times a week they used the Internet, the most common response (31.3%) reported was 3-5 times a week. The next most common response (20.8%) was over 11 times a week. This data suggests that the use of the Internet may be a good promotional tool. Therefore, a San Jose State Athletics Web page will be constructed with pages for each athletic program at San Jose State. The Web page will be linked through San Jose State University's home page (www.sjsu.edu). The football link will include a team roster, current and future schedules, scores, press releases, ticket information, and game notes. To publicize the Web page site, the address will be placed in as many places as possible. These will include the football media guide, game notes, alumni magazine, game programs, and most importantly will be included as part of any media advertising and sales promotions. According to Lawrence Fan, Sports Information

Director at San Jose State (personal communication, March 31, 1997), the ideal Web site for the department will be approximately 600 pages. According to Internet Marketing Services, Inc. in Lafayette, CA (personal communication, April 1, 1997), the development fee to construct a 600 page Web page will be approximately \$15,000. After the site is constructed, a student intern will be hired to periodically update the Web site. The hourly wage for this intern will be approximately \$8 per hour in which they will be expected to spend approximately 10 hours per week to maintain and update the site.

The next promotional tools to be used will be schedule cards and posters. According to results from the 1996 fan survey, these seem to be popular promotions among alumni season ticket holders. When asked if they owned a team schedule, a majority 55.6% answered yes. Therefore, it seems as though dispersing schedule cards and posters with schedules on them would increase awareness among not only the local community but the alumni community as well. According to Lawrence Fan (personal communication, March 27, 1997), a good number of schedule cards to print is 100,000, while the number of posters is usually 5,000 because they are harder to disperse in that they are much bigger than schedule cards. Therefore, based on these recommendations, 100,000 schedule cards and 5,000 posters will be produced. The schedule cards will have four colors, two panels, be printed on 10 point chrome coated paper, and measure 4.75 inches by 3.5 inches. On the cover will be a picture of the new head coach, while the back will include a list of sponsors. The inside will include a 1997 schedule and season ticket information. According to Patson's Press in Sunnyvale, CA (personal

communication, March 31, 1997), the approximate cost of the schedule cards will be \$5,000. The poster will be 22 inches high and 15 inches wide. It will be one sided, have four colors, and be printed on 100 lb. coated stock paper. Furthermore, it will have a picture of the new head coach on the top and the 1997 schedule on the bottom.

According to Erich Printing in San Jose, CA (personal communication, March 31, 1997), the approximate cost of the posters will be \$2,000.

The final promotional tool to be used will be an information booth that will be on display at various local festivals, fairs, and other events during the summer. The booth will be designed to welcome those who are interested in obtaining ticket information on the upcoming football season. The attendants at the booth will also be there to answer any questions or process any season ticket orders. Also available at the table will be free promotional items such as schedule cards, posters, and stickers. Furthermore, in an attempt to develop a database of season ticket prospects, a drawing will be held at each event in which one to three entrants will win a free prize such as an autographed football or free season tickets. The appearance of these information tables will be promoted through any media advertisements that are coinciding with the appearance. Two student interns will be paid \$8 per hour to operate the booth. The interns will work approximately five hours each weekend during the summer.

C. Media

In this sub-section, the media advertising strategies along with their approximate costs and frequencies will be identified. The media advertising strategies used will include radio, television, print, and billboard.

1. Radio.

The first media advertising medium to be used will be radio. According to the data from the 1996 fan survey, the radio stations listened to most frequently by fans were KNBR-AM (680) with 22% of fans reporting as listeners, and KGO-AM (810) with 12.1% of fans reporting as listeners. Therefore, based on these conclusions, these two stations along with KLIV-AM (1590), San Jose State's flagship station will be used for advertising San Jose State football. KLIV was chosen as a third station because it is the home of Spartan football in which all games can be heard. According to Lawrence Fan (personal communication, March 25, 1997), the ideal radio advertisement should be either 15, 30, or 60 seconds long and run an average of 30 times a week per station. However, these three radio stations which are being targeted, use only 60 second spots. Taking these recommendations and current budget situation into consideration, we will only run (15) 60 second spots a week per station. The first set of spots will run from June through August while the second set of spots will run from September through November, marking the completion of the football season (see table 11). During the first set, the spots will run Monday through Friday with approximately three spots to run each day. During the season, the spots will also run three times a day but only on weeks when

there is a home game. The first two spots will run between the hours of 9 AM and 2 PM while the third spot will run between the hours of 2 PM and 7 PM. In total, approximately 270 spots will run on each station throughout the campaign. Advertising on KNBR radio will cost \$250 per 60 second commercial, bringing the total cost to an estimated \$67,500. KLIV radio advertising will be approximately \$50 per 60 second spot, making the total cost an estimated \$13,500. Finally, advertising on KGO radio will cost an estimated \$200 per 60 second spot, equaling an estimated total cost of \$54,000. The production costs for these radio spots are included in the current prices. Therefore, total radio advertising costs will be \$135,000.

Table 11

Radio Run Schedule

<u>Run Dates (Monday - Friday)</u>					
<u>June</u>	<u>July</u>	<u>August</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>
2 - 6	7 - 11	4 - 8	8 - 12	6 - 10	10 - 14
9 - 13	14 - 18	11 - 15		20 - 24	
16 - 20	21 - 25	18 - 22		27 - 31	
23 - 27	28 - Aug. 1	25 - 29			
30 - July 4					

2. Television.

The second advertising medium to be used will be television. Once again referring to the data from the 1996 fan survey, when asked which TV stations were most

regularly watched for news/sports news (based on data of one or more responses), the most popular channel among alumni was ESPN with 45.7% of the alumni responding as viewers, followed by KRON-4 with 43.3% of alumni responding as viewers, and KNTV-11 with 41.7% of alumni responding as viewers (percentages based on one or more response answers). Therefore, based on these conclusions, these three stations will be used for television advertising. Once again, according to Lawrence Fan (personal communication, March 27, 1997), the ideal television advertisement should be 30 seconds long and run 5 times a week. Therefore, based on these recommendations, 5 spots a week per station, totaling 15 spots a week will be used. The spots will run from June through November, marking the completion of the football season (see table 12). During June through August, the ads will run only once a week on Monday nights. For KRON and KLIV, the spots will run during the sports segment on the 6 PM news. However, for ESPN, the spots will run during the live 8 PM airing of Sportscenter (an hour long news program dedicated solely to sports). During the football season (September through November), the ads will run five days a week but only on home game weeks. The advertisement rate for KRON-4 is \$2,000 per 30 second spot during the 6 PM news. Therefore, the estimated advertising cost for 38 spots will be \$76,000. The advertisement rate for KNTV-11 is approximately \$525 per 30 second spot during the 6 PM news, making the total advertising cost \$19,950 for 38 spots. Finally, the advertisement rate for ESPN is \$275 per 30 second spot during the 8 PM Sportscenter show. Therefore, the total advertisement cost on ESPN for 38 spots will be \$10,450.

Production costs to make these commercials will be an estimated \$3,000. This price includes, studio rental, camera fees, production crew, actor fees, etc. Therefore, total television advertising costs will be \$109,400.

Table 12

Television Run Schedule

Run Dates

Monday, June 2, 9, 16, 23, 30

Monday, July 7, 14, 21, 28

Monday, August 4, 11, 18, 25

Monday, September 8 - Friday, September 12

Monday, October 6 - Friday, October 10

Monday, October 20 - Friday, October 24

Monday, October 27 - Friday, October 31

Monday, November 10 - Friday, November 14

3. Print.

The third advertising medium to be used will be print advertising. Referring to the data from the 1996 fan survey, when asked to report which newspaper they read regularly, by far the majority of alumni (82%) responded with the Mercury News. Therefore based on this conclusion, the Mercury News will be our major source of print advertising. Once again, referring to Lawrence Fan (personal communication, March 27,

1997), the ideal print advertisement should be 10 columns in size, have 2 colors, and run 4 times a week. Therefore, based on these recommendations, our ads will be 10 columns, 2 color, and run 5 times a week. The ads will run from June through November, marking the completion of the football season (see table 13). During June through August, the ads will run only once a week on Saturdays, while during the football season (September through November), the ads will run five days a week but only on home game weeks. The cost per column inch is \$69.08. Therefore, a 10 inch column ad will cost \$690.80, making the total cost approximately \$25,560 for 37 advertisements.

Table 13

Print Run Schedule

Run Dates

Saturday, June 7, 14, 21, 28

Saturday, July 5, 12, 19, 26

Saturday, August 2, 9, 16, 23

Monday, September 8 - Friday, September 12

Monday, October 6 - Friday, October 10

Monday, October 20 - Friday, October 24

Monday, October 27 - Friday, October 31

Monday, November 10 - Friday, November 14

A second source of print advertising to be used will be the Alumni Magazine published by the San Jose State Alumni Association. Due to the fact that this publication is sponsored by the university, the cost for advertising will be minimal. However, the magazine is published quarterly which will minimize its effectiveness in that the timing of distribution may not coincide with the upcoming football schedule.

4. Billboard.

The fourth and final advertising medium to be used will be billboard advertising. The billboard agency used will be Eller Media Company. This company was chosen because of their public service program. Eller's public service program offers free billboard space to non-profit organizations such as San Jose State Athletics. The cost for this form of advertising will include paper to place on the billboard and a labor charge for installation. There are two sizes of billboards offered. The first is known as a 30-sheet billboard, measuring 10'5" high by 22'8" wide. For a minimum of 10 billboards, this size will cost \$125 per panel for installation and an estimated \$3,000 per panel for paper costs. The second type of billboard is known as an 8-sheet billboard, measuring 5 feet high by 11 feet wide. Also for a minimum of 10 billboards, this size will cost \$65 per panel for installation and an estimated \$86 per panel for paper costs. Due to the large difference in price, we will use the 8 sheet billboard. The large difference in price is due to the fact that while the 8 sheet can be used in a 2 color format, the 30 sheet must be used in a 4 color format, thus increasing the cost. Therefore, (10) 8 sheet billboards will

cost an estimated \$1,510. The availability and location of the billboards will be determined by Eller.

VI. Marketing Budget

In this section, the marketing budget will be set. The budget will reflect the projected costs of the proposed marketing plan (see figure 4). As previously mentioned in this chapter, the current athletic budget is approximately 7.7 million dollars. Of this 7.7 million dollars, \$304,650 was spent on marketing activities in the 1996/97 fiscal year, amounting to 4% of the total budget. Therefore, based on these figures, for the purposes of this project, \$310,000 will be proposed in resources for the marketing budget. This figure will be spread out through university, student, Spartan Foundation, and athletic revenue support.

Figure 4

Proposed Marketing Budget for 1997

RESOURCES

University Support: (State)		
General Fund Positions	65,000	
General Fund Benefits	<u>18,000</u>	
Total University Resources		83,000
Student Support: (Trust)	27,000	
Spartan Foundation Support: (Trust)	75,000	
Athletic Revenue: (Trust)	<u>125,000</u>	
Total Trust Resources		<u>227,000</u>
TOTAL RESOURCES		\$310,000

EXPENDITURES**General Fund Compensation**

Marketing Plan Director 65,000

Benefits 18,000**Total General Fund Compensation** 83,000**Promotions**

Direct Mail Piece

Printing 300

Mailing 780

Posters

Printing 2,000

Schedule Cards

Printing 5,000

Internet

Set-up 15,000

1 Year's Maintenance 3,840

1 Year's Access Fee 480

Information Booth

Support Staff Compensation 1,040**Total Promotions Expense** 28,440**Advertising**

Media

Radio

KNBR 67,500

KGO 54,000

KLIV 13,500

Television

KRON 76,000

KNTV 19,950

ESPN 10,450

Production 3,000

Print

Mercury News 25,560

Billboard

Installation 650

Paper 860**Total Advertising Expense** 271,470**TOTAL EXPENSES**\$382,910**SURPLUS/(DEFICIT)**(\$72,910)

As the proposed budget displays, there is a deficit of \$72,910 to run the marketing campaign. To meet these needs, a number of things can occur. The first may be to transfer more resources over from other areas. Another idea may be to cut back on some of the proposed expenditures. One final suggestion may be to go out and raise the rest of the remaining money needed to run the campaign through donations or sponsorship acquisition. Whatever the case may be, \$72,910 must be accounted for in one way or another.

VII. Marketing Activities Timetable

In this section, a marketing activities timetable will be created (see figure 5). It will list all events, advertisements, and other activities to be used. In addition, the date in which the activity will take place will be included.

Figure 5

Marketing Activities Timetable

DATE	ACTIVITY/EVENT	NOTES
May 1	Schedule cards/Posters go to print	
June 2	Television Run	
June 2-6	Radio Runs	
June 7	Print Run	
June 7-8	Eastfield Ming Quong Strawberry Festival	Information Booth
June 9	Television Run	
June 9-13	Radio Runs	
June 14	Print Run	
June 15	Juneteenth Festival	Information Booth
June 16	Television Run	
June 16-20	Radio Runs	
June 21	Print Run	
June 23	Television Run	
June 23-27	Radio Runs	
June 28	Print Run	
June 30	Television Run	
June 30-July 4	Radio Runs	
July 3-4	San Jose America Festival	Information Booth
July 5	Print Run	
July 7	Television Run	
July 7-11	Radio Runs	
July 10-Sept. 4	Music in the Park Series	Information Booth
July 12	Print Run	
July 14	Television Run	
July 14-18	Radio Runs	
July 19	Print Run	
July 21	Television Run	
July 21-25	Radio Runs	
July 24-Aug. 3	Santa Clara County Fair	Information Booth
July 25-27	Gilroy Garlic Festival	Information Booth
July 26	Print Run	
July 28	Television Run	
July 28-Aug. 1	Radio Runs	
Aug. 2	Print Run	
Aug. 4	Television Run	

DATE	ACTIVITY/EVENT	NOTES
Aug. 4-8	Radio Runs	
Aug. 9	Print Run	
Aug. 11	Television Run	
Aug. 11-15	Radio Runs	
Aug. 16	Print Run	
Aug. 18	Television Run	
Aug. 18-22	Radio Runs	
Aug. 23	Print Run	
Aug. 25	Television Run	
Aug. 25-29	Radio Runs	
Aug. 30-Sept. 1	Tapestry In Talent's Festival of the Arts	Information Booth
Sept. 8-12	Radio/Television/Print Runs	
Sept. 13	Home Game vs. Wisconsin	
Sept. 21	SoFA Festival	Information Booth
Oct. 4-5	Italian American Cultural Festival	Information Booth
Oct. 6-10	Radio/Television/Print Runs	
Oct. 11	Home Game vs. Colorado State	
Oct. 20-24	Radio/Television/Print Runs	
Oct. 25	Home Game vs. Air Force	
Oct. 27-31	Radio/Television/Print Runs	
Nov. 1	Home Game vs. Fresno State	
Nov. 10-14	Radio/Television/Print Runs	
Nov. 15	Home Game vs. Hawai'i	

Chapter 5

DISCUSSION

The goal of this project was to develop a strategic marketing plan for the San Jose State football program. The use of a marketing plan can be quite effective in promoting a product or service. In recent years this concept has been implemented in the sports industry.

After a review of the current literature on sport marketing principles and strategies, research was conducted by the researcher through the use of a survey. This survey was then compared to a previous survey in which an overall evaluation was then made. After the data was evaluated, a strategic marketing plan was created.

The major conclusions of the survey revealed that the majority of respondents are season ticket holders. Furthermore, the majority of these season ticket holders are alumni of San Jose State University. Other conclusions about these season ticket holders are that they are mostly male, over the age of 50 years, own their own residence, live in Santa Clara County, are college graduates, and earn over \$50,000 a year as a total household. Furthermore, when the data between alumni and non-alumni was compared, one important conclusion revealed that alumni attend games in groups, most of which are other alumni. It is helpful to know facts like this when trying to reach specific segments of the market. It can also be very useful when deciding which promotions and advertising mediums should be used in conjunction with the market segment.

The major conclusions of the marketing plan show that through the use of creative promotions and wise advertising, a well defined target market can be reached. Once reached, this market can then be influenced to buy into a product or service. However, the marketing plan also concludes that while there are many approaches to meet a specific market segment, a proposed budget can often be larger than the current marketing budget, therefore resulting in a deficit. This appears to be the case with San Jose State. If this marketing plan is to be implemented properly, an increase in funds must be allotted to the marketing department.

While this project has touched only the surface in terms of possible marketing strategies, it serves as a foundation for a long term plan. By identifying possible target markets for San Jose State football through the use of surveys, the first step can be taken in obtaining the objectives of the marketing plan. Furthermore, by developing a list of specific goals, the marketing plan will enable the marketer to be more focused and motivated in meeting them. For the first time in many years, these strategies and objectives have been put onto paper and given careful consideration. The marketer can now use this document as a model in which to build upon in future years.

A future consideration when building on this plan would be the use of a focus group. A focus group is a form of interview used in marketing research. In a focus group, a small group of consumers participates in a spontaneous discussion in the hope that the discussion will reveal the participant's real feelings about a product or service. (Ostrow & Smith, 1988). According to Inglis (1992), when used with survey research,

focus groups can be helpful in providing a deeper understanding of how respondents may think about a particular product or service, and what factors are important in that product or service. If used properly with selected members representing current and future target markets, the use of a focus group, coupled with survey research could be of great assistance to future football marketing campaigns at San Jose State.

Another future consideration would be the continuation of survey collection at home games. The research reported in this plan was conducted at one game. However, in future plans, surveys should be conducted at all home games in which at the end of the season, the data should be analyzed. This will result in more accurate data for the marketing plan.

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Appendix A

1996 Fan Survey

One entrant will win a trip to Las Vegas to see the Inaugural WAC Football Championship Game on December 7, 1996. The trip will include three day/two night hotel accommodations and airfare for two to Las Vegas as well as tickets to the game, courtesy of the city of Las Vegas and the Western Athletic Conference. In addition, the first 20 entrants to turn in this questionnaire will receive a free gift pack from the Western Athletic Conference. The winning name will be announced during the break after the 3rd quarter.

Please fill out this questionnaire and drop it off at the information table located at the west mezzanine level (7th Street side), place it in one of the centrally located drop boxes, or give it to any usher. To be eligible for the drawing, please answer ALL questions and return the questionnaire by the end of half-time.

Please mark an "x" or check mark in the space before your chosen answer.

1. How many Spartan home games have you attended this season, including today's game?
☐ One ☐ Two ☐ Three ☐ Four
2. How many Spartan home games did you attend last year?
☐ One ☐ Two ☐ Three ☐ Four ☐ Five
3. How/where did you get your ticket for today's game? (One answer only)

<input type="checkbox"/> I am a full season ticket holder	<input type="checkbox"/> I am a flex 5 season ticket holder
<input type="checkbox"/> I am using someone else's seats	<input type="checkbox"/> Purchased at Spartan Stadium today
<input type="checkbox"/> BASS by mail	<input type="checkbox"/> BASS by outlet
<input type="checkbox"/> Purchased at SJSU Event Center before today	<input type="checkbox"/> Purchased at SJSU Event Center today
<input type="checkbox"/> Nob Hill Ready Pack coupon	<input type="checkbox"/> City of San Jose Day coupon
<input type="checkbox"/> Other (specify) _____	
4. If you are a season ticket holder, do you:
☐ own the ticket yourself ☐ share ticket with one or more people ☐ company owned ticket
5. How did you know there was a Spartan game today? Choose one or more responses.
☐ I have a team schedule ☐ I'm a season ticket holder ☐ Newspaper
☐ Television ☐ Radio ☐ Word of mouth
6. Approximately how many minutes do you live from the stadium? _____
7. With whom, if anyone, are you attending this game? Choose one or more responses.
☐ Alone ☐ Spouse ☐ One female friend ☐ More than one female friend
☐ One male friend ☐ More than one male friend ☐ Business Associate
☐ Own child (Children) over 18 years old ☐ Other relatives
☐ Own child (Children) less than 18 years old ☐ SJSU student ☐ SJSU alum
8. a) In what section are you sitting? Section # _____ b) In what row are you sitting? Row # _____
9. How would you describe your view of the game?
☐ Excellent ☐ Good ☐ Fair ☐ Poor

10. How would you describe the sound system as heard from your seat?
 a) ☐ Clear ☐ Fairly clear ☐ Not clear
 b) ☐ Too loud ☐ Satisfactory ☐ Not loud enough
☐ Other (specify) _____
11. How would you describe the music selection?
☐ Excellent ☐ Good ☐ Fair ☐ Poor
12. Which of the following best describes the amount of security at Spartan games?
☐ Too much ☐ Satisfactory ☐ Not enough
13. How would you describe the concessions (food) at Spartan games?
☐ Excellent ☐ Good ☐ Fair ☐ Poor
14. How would you describe the restrooms at Spartan games?
☐ Excellent ☐ Good ☐ Fair ☐ Poor
15. What is your preferred starting time for football games?
☐ 12:30 PM ☐ 1:30 PM ☐ 3:00 PM ☐ 6:00 PM
16. Which, if any, newspaper(s) do you read regularly? (Choose one or more responses.)
☐ San Jose Mercury News ☐ S.F. Chronicle ☐ S.F. Examiner
☐ Santa Cruz Sentinel ☐ Contra Costa Times ☐ Marin Independent Journal
☐ Oakland Tribune ☐ San Mateo Times ☐ Other (specify) _____
17. List the 2 radio stations you listen to most frequently: 1) _____ 2) _____
18. Which TV channel(s) do you regularly watch for news/sports news? Choose one or more.
☐ KTVU, Channel 2 ☐ KRON, Channel 4 ☐ KPIX, Channel 5 ☐ KGO, Channel 7
☐ KNTV, Channel 11 ☐ KSBW, Channel 8 ☐ KCBA, Channel 35 ☐ ESPN ☐ CNN
19. a) Are you a regular Internet user? ☐ Yes ☐ No
 b) If so, how many times a week? ☐ 1-2 ☐ 3-5 ☐ 6-8 ☐ 9-10 ☐ 11+
20. How many times during the past 12 months have you attended or participated in the following activities?
- | | | | | | | | |
|---|--------------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|--------------------------------|------------------------------|
| a. S.F. Giants | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| b. Oakland A's | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| c. G.S. Warriors | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| d. 49ers | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11+ | | |
| e. S.J. Sharks | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| f. Cal Athletics | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| g. Stanford Athletics | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| h. Movies | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| i. Family Shows (e.g., Ice Capades, Circus, Disney on Ice, Harlem Globetrotters, Sesame St. Live) | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| j. Dining Out (Restaurants) | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| k. Dining Out (Fast Food) | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| l. Sports Bars | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |
| m. Health/Fitness Clubs | <input type="checkbox"/> Never | <input type="checkbox"/> 1-2 | <input type="checkbox"/> 3-5 | <input type="checkbox"/> 6-10 | <input type="checkbox"/> 11-20 | <input type="checkbox"/> 21-40 | <input type="checkbox"/> 41+ |

For demographic use only:

21. SJSU affiliation (if any): _____ SJSU Alum _____ SJSU Faculty/Staff
22. What best describes your residence situation:
 _____ Own residence _____ Rent _____ Other (specify) _____
23. Your county of residence:
 _____ Alameda _____ Contra Costa _____ San Francisco _____ San Mateo _____ Santa Clara
 _____ Santa Cruz/Monterey _____ Sacramento/San Joaquin/Central Valley _____ Marin
 _____ Napa/Sonoma/Solano _____ Other (specify) _____
24. Your age: _____ 18-24 _____ 25-34 _____ 35-49 _____ 50+
25. Your gender: _____ Female _____ Male
26. Highest education level (one answer please):
 _____ Some high school or less _____ High School Graduate _____ Trade School
 _____ Some College _____ College Graduate _____ Graduate or Professional School
27. Your Annual Total Household Income:
 _____ Less than \$25,000 _____ \$25,000-\$34,999 _____ \$35,000-\$49,999 _____ \$50,000-\$74,999
 _____ \$75,000-\$99,999 _____ \$100,000+

Additional comments: _____

For drawing use only:

Name _____
 Address _____
 City _____ State _____ Zip _____ Phone _____

Please return the completed questionnaire to the information table located at the west mezzanine level (7th Street side), one of the centrally located drop boxes, or give it to any usher by the end of half-time.

Appendix B

1990 Fan Survey

In an effort to make your visit to Spartan Stadium a pleasant one, please take a moment to fill out this form and return it with your renewal. We appreciate your input!

Very Somewhat No N/A

Stadium grounds were well kept

Attendants were pleasant and helpful

Concession stands provided good service

Bathrooms were well maintained

Pre-game activities were enjoyable

Other Comments:
